OFFICE OF ELECTRICITY DELIVERY
AND ENERGY RELIABILITY

HUMAN CAPITAL MANAGEMENT
STRATEGIC PLAN

Readiness Diversity

Excellence

October 2005

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EXECUTIVE SUMMARY

The disasters of the hurricane season are powerful reminders of how vulnerable we are to energy disruptions and the crucial role the energy infrastructure plays in the security of our health, wellbeing and economic productivity. The energy infrastructure suffered unprecedented devastation; and portions will have to be rebuilt from scratch.

The Department of Energy established the Office of Electricity Delivery and Energy Reliability (OE) on May 15, 2005, to lead national efforts to modernize the electric grid, enhance security and reliability of the energy infrastructure, and facilitate recovery from disruptions to energy supply. The Department's action provides a single focal point through the merger of DOE's former Office of Electric Transmission and Distribution and Office of Energy Assurance.

This Human Capital Management Plan is our first step in developing a robust framework for sound decision making that strengthens program performance and fortifies investment in our most important asset – our employees. It commits us to action for achieving our vision -- that OE sets the benchmark for performance excellence through workforce competence, flexibility and continuity.

As fiscal year 2006 begins, OE faces crucial workforce and knowledge gaps.

The average age of the workforce is nearly 50; 75 percent is 50 or older; and less than one-fourth is 39 or younger. Nearly half of the workforce currently is eligible to retire, including two-thirds of OE's industry analysts, and most of the female and minority employees in OE's leadership and knowledge pipeline.

The enactment of the Energy Policy Act of 2005 and the Secretary's recently issued priorities require OE to accelerate key projects and undertake others within extremely short timeframes. Over the next 24 months, we must conduct many complex studies and business case scenarios requiring sophisticated resident economic and analytic capability, as well as industry and market behavior knowledge, which are not all represented in the skill mix of our current workforce. Likewise, we need infrastructure and cyber security expertise for OE's lead federal role to reduce the vulnerability of the Nation's critical energy assets.

Moving forward to meet these challenges will require flexible and responsive human capital management strategies and tools to attract, recruit, develop and retain talented and motivated employees.

Our Human Capital Management Plan describes our efforts in the context of the Office of Personnel Management's (OPM's) Human Capital Assessment and Accountability Framework and Standards for Success, as well as the President's Management Agenda. It is a working document that we will use on a regular basis to keep our initiatives in line with our strategic program goals. We keep current with quarterly progress through regular benchmarking against projected outcomes and DOE's Human Capital Management Improvement Program (HCMIP) Criteria for Success. We will update the Plan annually to reflect our progress and future priorities.

PROGRAM SUMMARY

Mission

> **The mission of the Office of Electricity Delivery and Energy Reliability is to lead national efforts to modernize the electric grid; enhance security and reliability of the energy infrastructure, and facilitate recovery from disruptions to energy supply.**

Program Focus

In carrying out this mission OE's program focuses on:

- Providing solutions to problems facing the grid to ensure that the U.S. transmission and distribution system remains a vital part of our Nation's economic health.

- Conducting research, development, market modeling and visualization, planning and analysis to create a future electricity system that is less vulnerable to disruption, more efficient, and is designed and operated to serve the new markets and new energy demands of the 21st century.

- Assisting state and regional authorities to broaden energy options by breaking down barriers to efficient electricity markets.

- Leading the federal effort to reduce the vulnerability of critical energy assets to disruptions.

- Providing energy systems experts to assist first responders and local utilities in bringing energy systems back on line as quickly as possible while improving public safety.

FY 2006 Priorities

- **High Temperature Superconducting R&D**

  Operate a first-of-a-kind superconducting power cable on the electric grid for 240 hours.

- **Transmission Reliability R&D**

  Facilitate the installation and operation of 250 measurement units in a real-time measurement network that covers 80% of the Eastern Interconnection and feeds data into eight archiving and analysis locations.

- **Energy Storage & Power Electronics R&D**

  Commission three pioneering energy storage systems in collaboration with the California Energy Commission and collect preliminary technical and economic data.

- **Energy Security and Assurance**

  Develop capabilities to create simulations for training stakeholders and tracking real time emerging energy sector problems. This work will increase understanding of energy sector security and reliability issues.

HUMAN CAPITAL FRAMEWORK

Human Capital Vision

> **The Office of Electricity Delivery and Energy Reliability sets the benchmark for performance excellence through workforce competence, flexibility and continuity.**

Business Vision

> **Within three years we will have strengthened our ability to deliver consistent performance readiness and results by fortifying investment in our employees through integrated planning and systems, and cost-effective processes and operations.**

FY 2005 Initiatives

For the transition to a single organization, the Office of Electricity Delivery and Energy Reliability focused on four core "start-up" processes –

- Strategic alignment
- Workforce planning
- Knowledge management
- Business innovation.

This approach was the catalyst for merging our two predecessor organizations in a manner that provided seamless operations and delivery of products and services. It also established a sound mission-focused framework for the strategic human capital management initiatives that are presented in this Plan.

Start-up process outcomes are summarized on the next page.

Concurrently, we began a workforce analysis in order to:

- depict a full baseline profile of the new organization
- characterize projected human capital requirements based on mission priorities; and
- identify the gaps between these two states.

The workforce profile, beginning with a summary of the gap analysis, follows this section.

FY 2005 Start-Up Summary

Strategic Alignment

Established mission and program priorities as the nexus for workforce decision making.

- In FY 2006, OE is taking baseline measurements to establish an efficiency measure that will become an annual performance target in FY 2007. The target will become maintaining a funding level ratio of program direction to program funding at or below a specified percentage.

- The completion during FY 2006 of OE's first Strategic Plan will strengthen our integration of human capital management and strategic program planning and budgeting processes.

- The strategic context includes the linking of human capital planning with our applicable Government Performance and Results Act (GPRA) and applicable Program Assessment Rating Tool (PART) goals.

Organization and Workforce Planning

Established the new organization structure that mirrors the OE mission; identified mission-critical work using the strategic alignment blueprint: and deployed the workforce accordingly.

- Identified the most urgent workforce gaps and used administrative flexibilities to fortify the talent base:

  - Negotiated rotational assignments from the Power Marketing Administrations (PMAs) and Federal Energy Regulatory Commission to provide assistance with electricity transmission studies (BPA/4th qtr '05; WAPA 1st qtr '06; FERC 2nd qtr '06).

  - Established a detail assignment for Fossil Energy's Deputy Assistant Secretary for Natural Gas and Petroleum Technology to provide expertise as the lead for an interagency team for implications of tight natural gas supplies.

  - Established a detail for a Special Assistant from the Office of Science to provide program and policy analysis support.

  - Negotiated successful 4th quarter rotational assignment at DHS to provide expertise on infrastructure/cyber security operations center.

  - Began negotiating an Intergovernmental Personnel Act (IPA) assignment from Cornell University to provide electricity markets modeling.

  - Established internal details to vacant executive positions to provide leadership and integration of key planning and implementation activities.

Business Innovation

Identified and implemented cost effective actions that closed gaps and eliminated redundancy and duplication from the merging of two organizations.

- Established Chief Operating Officer role. Detailed SES employee to integrate resource management support according to strategic goals and to guide PMA actions and strategic performance evaluations.

- Awarded a MOBIS contract to provide full range of support services to the entire OE organization through a single contractual vehicle.

- Established developmental assignments and training for employees who performed redundant work.

- Optimized position usage through the Department's Stay-in-School Program.

- Began development of options for improving the procurement process based on findings of a six-month on-site procurement review requested by OE.

- Fortified workforce credentials to manage contracts and effectively oversee contract performance through COTR and COR training refresher and mentor programs.

- Expanded OE's website for providing direct public access and downloading of major studies, reports, and other program materials, freeing up resources needed to respond to requests.

- Introduced a cost-saving business process for converting Presidential Permitting transmission lines paperwork into electronic CD imaging and scanning.

- Began use of CHRIS system to expedite HR documentation processing.

Knowledge Management

Identified, reviewed and implemented immediate opportunities to share information reliably and efficiently and to strengthen knowledge through training and information technology.

- Launched OE's website.

- Established the Department's online information portal for Hurricane Situation Reports on the state of energy infrastructure operations.

- Expanded OE's website to include an icon to a plain English summary of OE action items required by the Energy Policy Act of 2005.

- Developed and submitted OE directory for DOE's Knowledge Management Portal.

- Established an employee internal electronic library, providing an archive of official documents and reports.

- Began training to glean the efficiencies of electronic paperwork processing through the Department's Corporate Human Resource Information System.

- Established and maintained state-of-the art headquarters Visualization Center that enables real time monitoring of energy infrastructure conditions and interactive coordination with designated officials.

- In advance of hurricane season, conducted energy emergency response training for all OE staff and specialized infrastructure first responder training to response team staff.

- Scheduled and implemented more than 100 hours of training for 7 headquarters and field employees to fortify knowledge in several critical areas:
  - information security; operations security
  - management information technology
  - contract management; acquisition strategy

- Enrolled and scheduled GS-12 female employee (Presidential Management Fellow Program (PMF) graduate) in the Leadership Transition Program (6 courses completed to date).

WORKFORCE PROFILE

Gap Analysis Summary

The findings of the workforce analysis depict a strategically aligned, highly motivated, high performing workforce. Training, development and advancement is aggressive; and a record for progressing female and minority employees is being well-established.

Workforce gaps exist that diminish OE's ability to strengthen the reliability of the energy infrastructure, including cyber security needs and emergency response; and R&D that will modernize the infrastructure.

Attribute	Workforce Gaps
Competence	■ Expertise is missing in market modeling and visualization, specialties that are required to address immediate statutory requirements and Administration priorities.
	■ Technology developments will continue to change the skills OE employees need. All occupations will require more information technology skills.
	■ Employees need retraining and higher skill levels in order to keep up with program complexities and priorities: OE's technical assistance and consulting role to federal, state and regional policy makers requires stronger communication and analysis skills; a deeper knowledge of OE programs and distribution and delivery systems, energy market behavior, including a deeper knowledge of market constraints, which are becoming more complex due to laws and regulations.
	■ More employees need project management skills to manage increasing workloads from competitive sourcing projects and partnership activities.
Flexibility	■ Vacant and/or under-staffed mission-critical positions are causing a work overload on many employees and causing accumulating backlogs of work. There is potential for employee "burn out."
	■ There is a lack of surge capacity to meet emergency and emerging needs.
Continuity	■ The talent pipeline is top-heavy.
	■ The workforce is aging, and vulnerable to losing skills and "institutional memory" in large waves of retirements, particularly in the 1101 Industry Analyst series. Several areas of expertise and knowledge are only "one-deep," particularly in R&D specialties.
	■ Retirements by program managers will be significant. Retirements will cause loss of most female and minority employees grades 12 through 15.
Diversity	■ Females are underrepresented in leadership positions and in Science and Engineering occupations. There is no representation of Native Americans or employees with disabilities.

ORGANIZATION

The organization consists of the Immediate Office of the Director and three mission-focused divisions. A field component, located at the National Energy Technology Laboratory (NETL) in Morgantown, West Virginia and Pittsburgh, Pennsylvania, provides technical and project management support. These field employees report to OE's Deputy Director for Infrastructure Security and Energy Restoration. A resource management staff provides matrix support to the entire organization.

Chart 1

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                                    ┌─────────────────────────────────────┐
                                    │  Research and Development Division   │
                                    │              (OE-10)                 │
                                    └─────────────────────────────────────┘
                                    ┌─────────────────────────────────────┐
┌──────────────────┐                │ Permitting, Siting and Analysis     │
│ Office of the     │                │ Division (OE-20)                    │
│ Director (OE-1)   │────────────────└─────────────────────────────────────┘
└──────────────────┘                ┌─────────────────────────────────────┐
        │                           │ Infrastructure Security and Energy  │
┌──────────────────┐                │ Restoration Division (OE-30)        │
│ Resource         │                └─────────────────────────────────────┘
│ Management       │                        ┌─────────────────────────┐
│ (OE-1.1)         │                        │     Site Office          │
└──────────────────┘                        │       (OE-40)            │
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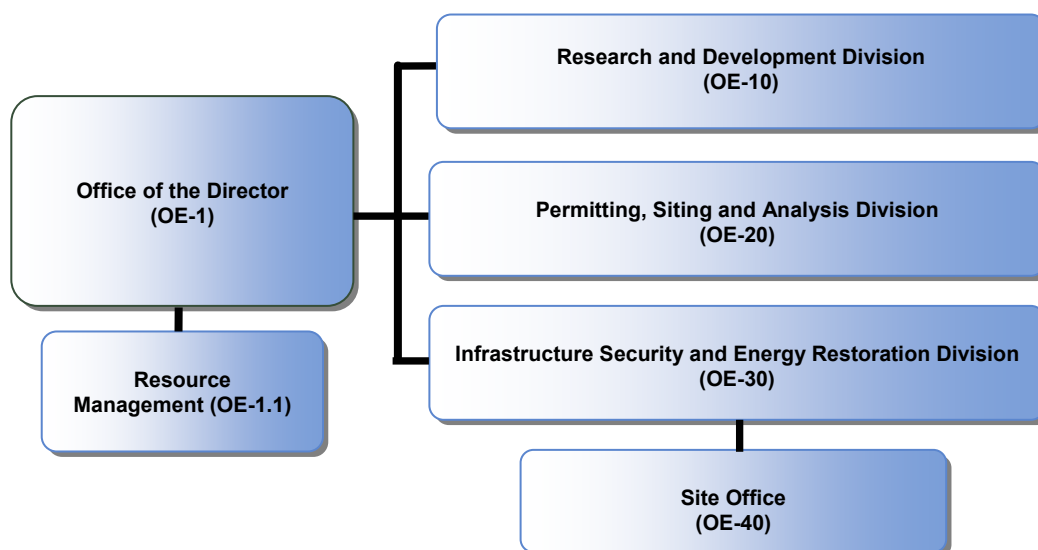
Research and Development Division
- Manages a portfolio of electric delivery and infrastructure security technology projects, visions, R&D roadmaps, public-private partnerships, technology transfer and commercialization plans.
- Develops and maintains a cyber security program to assist the Nation's energy sector.

Permitting, Siting and Analysis Division
- Authorizes international transmission facilities and exports of electricity.
- Assists regional and state planning, and analyzes policy initiatives and legislative proposals to promote efficiency, environmental sustainability, and competition in the electric power industry.
- Coordinates with the Power Marketing Administrations (PMAs).
- Represents DOE in bilateral and trilateral discussions with Canada and Mexico related to electricity trade and regulation.

Infrastructure Security and Energy Restoration Division

Manages DOE's activities for national critical infrastructure protection in coordination with DHS, FERC and others.
- Conducts analysis of energy infrastructure vulnerabilities to physical disruptions and recommends preventative strategies.
- Provides technical and operational support to federal, state, and local agencies in planning for and responding to energy emergencies.
- Conducts emergency operations in support of DHS during a declared national emergency or security event.

Resource Management Staff
- Provides integrated support and coordination in strategic planning, budget/financial management, program and performance analysis, human capital management, communications, information technology and knowledge management.
- Provides leadership in targeting, coordinating and implementing actions to carry out the President's Management Agenda initiatives.

The approach to blending the predecessor organizations met two objectives:

- Deploy positions according to identified mission-critical work in each organizational component.
- Optimize position usage by merging functions in a manner that eliminated redundancy and duplication.

The chart below depicts position deployment, at current staffing, span of control is 1:12; at full staffing it will be 1:9.

Office of Electricity Delivery and Energy Reliability
Position Deployment
4th Quarter FY 2005

LEGEND

S = Supervisor

Research and Development Division (OE-10)

Deputy Director, ES-340 (S)

Physicist, GS-1310-15
Electrical Engineer, GS-850-15
Electrical Engineer, GS-850-15
General Engineer, GS-801-15

General Engineer, GS-801-14
General Engineer GS-801-14
General Engineer, GS-801-14

Immediate Office of the Director (OE-1)

Director, ES-301 (S)
Principal Deputy, ES-301 (S) (Vacant)
Special Assistant, GS-301-09

Permitting, Siting and Analysis Division (OE-20)

Deputy Director, ES-340 (S) (Vacant)

Policy Advisor, EJ-301-05
Management & Program Analyst, GS-343-15
Environmental Scientist, GS-1301-15
Electrical Engineer, GS-850-15 (Team Leader)
General Engineer, GS-801-14
Electricity Import/Export Analyst, GS-1101-14

Energy Trade Analyst, GS-1101-14
Electricity Import/Export Analyst, GS-1101-12
Energy Technology Program Spec., GS-301-12
Legal Clerk (NEPA), GS-905-11

Resource Management Staff (OE-1.1)

Chief Operating Officer, ES-301 (S) (Vacant)

Budget Officer, GS-560-15
Program Analyst, GS-343-15
Management Analyst, GS-343-13
Program Analyst, GS-343-13
Program Analyst, GS-343-12
Program Specialist, GS-301-11
Administrative Suppt Specialist, GS-301-09
Secretary, GS-318-09
Program Assistant, GS-344-07
Clerk, GS-303-02 (Stay-in School)

Infrastructure Security and Energy Restoration Division (OE-30)

Deputy Director, ES-340 (S)

Associate Deputy Director, ES-301*
Social Scientist, GS-0101-15
Lead Program Analyst, GS-343-15
Infrastructure Systems Analyst, GS-1101-15
Infrastructure Systems Analyst, GS-1101-15
General Engineer, GS-801-15

Program Analyst GS-343-14
Infrastructure Systems Analyst, GS-1101-14
Infrastructure Systems Analyst, GS-1101-14
General Engineer, GS-801-14
General Engineer, GS-801-14
Program Support Specialist, GS-301-12

Site Office (OE-40)

Physical Scientist, GS-1301-15
General Engineer GS-801-14
General Engineer, GS-801-13
General Engineer, GS-801-13

General Engineer, GS-801-13
Physical Scientist, GS-1301-13
Electrical Engineer, GS-850-12

WORKFORCE

At the end of fiscal year 2005, OE's total onboard workforce was 49.5 employees. This includes seven NETL field positions reporting to OE, which are being funded by NETL through FY 2006. OE work also is supported by an additional 3 FTE at the Chicago Operations Office (CH).[1]

Eighty-six percent[2] (42.5) of OE employees are located at headquarters. The remaining 14 percent (7) of staff is located at the NETL locations.

The workforce analysis was based on 48.5 employees.

- Except for computing span of control, it did not include a Stay-in-School position, the incumbent of which is a teenage black female. The age of the employee would significantly skew the age and retirement data; and the findings for average grade level for all minority employees and black female employees would be artificially low.

With the exception of filling three new positions (Director, Special Assistant to the Director, and a position shared with the Office of General Counsel), the size of the workforce reflects the pre-merger state.

New Requirements

The scope of OE's mission was expanded to include Departmental leadership in developing, implementing and maintaining a cyber security program to assist the Nation's energy sector in the protection of energy assets. Previously, the Department of Homeland Security (DHS) led the federal

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[1] These positions are reflected in CH's workforce planning efforts; therefore they were not included in this analysis.

[2] All percentages used in the findings represent the percentage of the workforce unless otherwise indicated. All percentages are rounded.

effort in this area, supported by vulnerability assessments conducted by the DOE's Office of Energy Assurance.

In addition, the Energy Policy Act of 2005 (EPACT) requires OE to accelerate key projects and undertake others, including complex market studies and business case scenarios. Concurrently, the Administration directed DOE to establish natural gas market visualization capability to parallel efforts in electricity market analysis.

This reflects a continuing shift from a core science and engineering base to an integrated program of R&D, analytics and policy development. This shift is addressed in the following section, which analyzes the occupational mix of the organization.

The shift, however, also impacts the number of people needed to do the work, and OE currently does not have the workforce base to successfully deliver such an integrated program. The gap impacts two areas in particular – in-house analysis and project management of key initiatives.

In mapping the work to the workforce requirement through FY 2007, this translates to an increase of 10.5 FTE headquarters' positions as shown on the position deployment chart on page 16. With the exception of an administrative position, all positions are for mission-critical work in the areas of Visualization and modeling; EPACT requirements, natural gas market analysis, NEPA review; and infrastructure protection. In addition, OE headquarters anticipates gaining 4 positions from the transfer of the Distributed Energy Program, which is scheduled to take place during the second quarter of FY 2006. At the NETL site office, OE anticipates two new positions (infrastructure protection and SCADA).

Occupations. The mission-critical work of the organization was mapped to the current position classifications in order to identify mission-related/mission-critical occupations.[3]

**Eighty percent of the current workforce is classified in these mission critical occupations:**

- Social Scientist (0101)
- Director, Policy Advisor, Program Specialist (301)
- Program Manager (0340)
- Program Analyst, Management and Program Analyst (0343)
- General Engineer, Electrical Engineer (0801, 0850)
- Legal Clerk (0944)
- Infrastructure Systems Analyst, Energy Trade Analyst, Electricity Import/Export Analyst (1101)
- Environmental Scientist, Physical Scientist, Physicist (1301, 1310)

The Department's workforce profile clusters related occupational series into 11 occupational groups, including a category for "Other." The table below presents those occupational groups as represented by the series in OE's FY 2005 workforce.

Occupational Group & Series	FY 2005 Total
Science & Engineering (0801, 0850, 1301, 1310)	20 (41%)
Program/Budget Analysis (0343, 0560)	5 (10%)
Administration, Admin. Support & Public Affairs (0301, 303, 0318, 0343, 0344)	5 (10%)
Directors, Director Support & Program Management (ES301, 340)	4 (8%)
Legal (0944)	.5 (1%)
Other: Industry & Market Analysis (0101, 0301, 0343, 1101)	14 (29%)
TOTAL	48.5 (100%)

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[3] OE used the General Accounting Office (GAO) definition for mission-related occupations, i.e., "occupations that most directly affect [the organization's] ability to accomplish its mission."

Chart 3
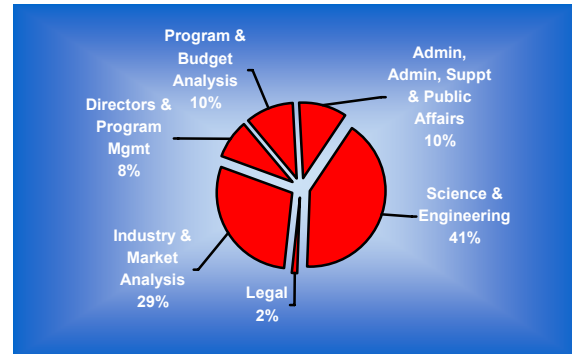
Missing from the current mix are occupations essential for carrying out current and projected program priorities in data modeling and visualization and infrastructure security operations:

- Sophisticated analytics capability for characterizing electricity and natural gas markets.

- Expertise in concept of operations-type planning and standard operating procedures for counterterrorism and natural disaster recovery, including expertise in supervisory control and data acquisition (SCADA) system development.

The mission-critical occupations needed to close these gaps are:

- Security Officer (Operations) (080)
- Infrastructure Security Specialist (086)
- Economist (0110)
- Operations Research Analyst (1515)
- Information Technology Specialist (Cyber Security) (2210)

Table 1

In addition to identifying major gaps in crucial expertise, several cross-cutting competency areas are targeted for training and/or retraining:

- Strategic and analytical thinking
- Systems thinking
- Information technology
- Project management
- External awareness
- Building coalitions
- Business acumen for leaders
- Communications (effective writing and presentation skills)

Supervisor-to-Employee Ratio. Eight percent of OE's current employees are supervisors, resulting in **a supervisor-to-employee ratio of 1:12.**

It should be noted that this does not account for leadership/supervisory vacancies that were vacant at the time of the workforce analysis. The FY 2006 - 2007 staffing plan assumes that these vacancies will be filled, which will result in a supervisor-to-employee ratio of 1:9. The positions are:
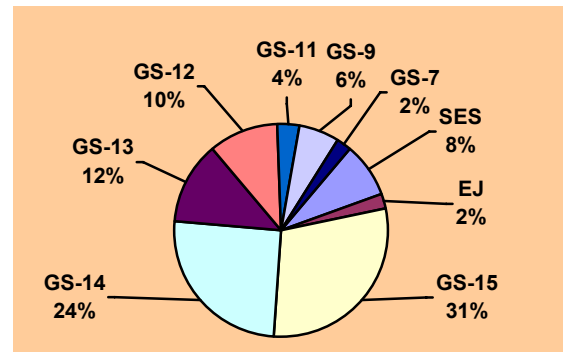
- Principal Deputy Director (OE-1).
- Deputy Director, Siting, Permitting and Analysis (OE-20)
- Chief Operating Officer (OE-1.1)[4]

Grade Distribution. **The average grade of the workforce is GS-14.**

- Grade 14 and above: 65% of workforce
- Grade 11-13: 26%
- Grades 7-9: 8%

Grade Distribution, 4th Qtr FY 2005 **C**hart 4

New staffing for OE, i.e., beyond the merged workforce, has been minimal. These actions include the Secretary's appointment of OE's Director; the appointment of a GS-9 Special Assistant; and the GS-11 Law Clerk positions that OE shares with the Office of General Counsel.

The skew that exists toward the higher grade levels reflects the highly technical and professional nature of the missions of the predecessor organizations. Also, hiring opportunities in these organizations were constrained and positions typically were used for critical capabilities that resulted in hiring at higher levels to ensure that new employees entered with complete skill sets, expertise and experience in their respective fields.[5] Therefore, this resulted in very limited mid-level and negligible entry-level recruitment.

OE's faces similar circumstances in planning for FY 2006 – 2007 staffing. The urgency of mission and program priorities requires expert levels of skills and knowledge, and typically requires energy industry experience. In addition, the anticipated transfer of the Distributed Energy Program function from the Office of Energy Efficiency and Renewable Energy (EERE) will include the reassignment of one SES and three grade 15 employees.

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[4] Effective 11/27/05, the Associate Deputy Director (OE-30) will be reassigned to the Chief of Staff position. The Associate Deputy Director position will not be backfilled.
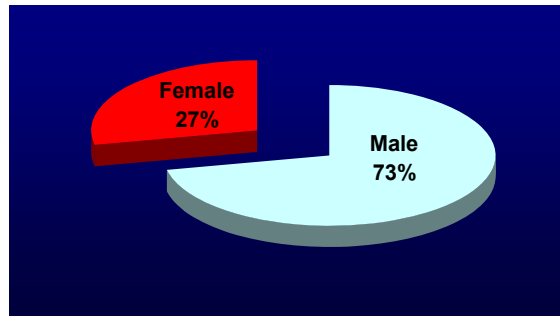
[5] This occurred in the Office of Energy Efficiency and Renewable Energy and the Office of Fossil Energy, from which most of OE's workforce originates.

Diversity[6].

Female Employees

Female employees represent 27 percent of the OE workforce.

Gender Distribution   **Chart 5**
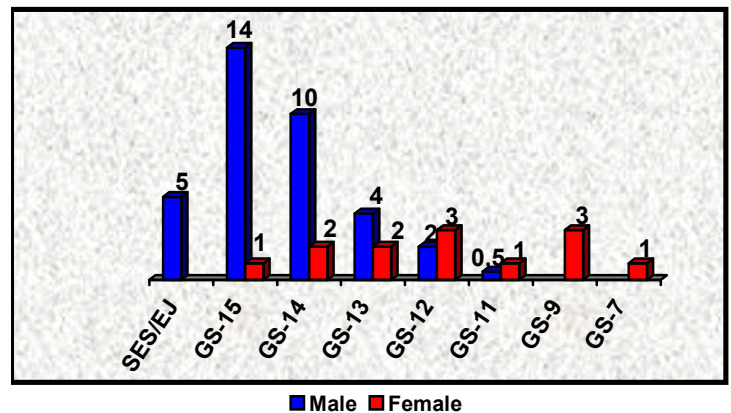

Grade Distribution by Gender   Chart 6

Female representation in the OE workforce, all located at headquarters, is a significantly smaller portion than the DOE-wide female population of 40 percent, and 44 percent government-wide.

This may reflect two factors. OE's FY 2005 workforce largely reflects its predecessor organizations, staffed predominantly by scientists and engineers who were hired before these occupations in the federal sector began attracting large numbers of women and minorities. Secondly, unlike agency-wide workforces, OE does not have a broad range of other occupational areas that account for significant percentages of female employees.

As Chart 6 shows, nearly two-thirds of female employees are grade 12 through GS-15, resulting in an average grade level of GS-12. The average grade of males is GS-14.

Although this represents a gap in women at the higher grade levels, OE has been aggressive in providing developmental and career advancement opportunities for female employees. Since May 2005, OE has implemented the following actions:

- Merit promotion actions for two female employees, to grade 11 and grade 14, respectively.
- Developmental assignments for two administrative employees.
- Leadership training for a GS-12 Energy Technology Program Specialist through the Leadership Transition Program, including six courses at Marymount College,
- Skills assessment, job development coaching and training options developed for two GS-13 employees.
- Congressional Operations Seminar for a GS-9 employee.
- Training in small purchase requisitions for a clerical employee.

Females, in grades 12-15 represent nearly half of all program, management and program and industry analysts. Conversely, there is only one female engineer in a group of 20 engineers and scientists.

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[6] This section includes comparisons to DOE and government-wide gender and diversity profiles. Source: "Annual Report to Congress, Federal Equal Employment Opportunity Report, FY 2005," Office of Personnel Management, May 2005.

This gap will be greatly improved through the anticipated reassignment of the four EERE employees who comprise the Distributed Energy Program workforce. Three of the four are women; two of whom are grade 15, one is a SES.

Two female employees (15 percent of female employees), grades 12 and 14, currently are eligible for optional retirement. During 2010, five female employees (38 percent of females), will be eligible for optional retirement.

Minority Employees

The average grade level of minority employees is grade13, including two GS-15 employees and one SES member. All but one minority employee are located at headquarters. Minority employees represent 25 percent of OE engineers. There is no representation among industry analysts.

Of the total minority portion of the workforce, black employees, including females, represent 22 percent of OE's workforce. Government-wide, black employees represent 17 percent of the workforce and DOE-wide, 11 percent. The average grade of black employees is grade 12, ranging from grade 7 to 15. Two black male employees are grade 15; one is OE's budget officer, the other is an engineer and is a recent graduate of the SES Candidate Development Program.

Workforce Diversity Summary Table 2

Group	Onboard	Avg Grade	Supv	Male	Female
Hispanic	1 (2%)	SES	1	1 (2%)	
Black	10 (20%)	12		2 (4%)	8 (16%)
Asian	3 (6%)	14		2 (4%)	1 (2%)
Total MINORITY	14 (29%)	13	1	5 (10%)	9 (18%)
All Females	13 (27%)	12			
White Males	30.5 (63%)	14	3		
Total	48.5 (100%)	14	4	35.5 (73%)	13(27%)

Asian employees, including one female, represent six percent of OE's workforce, compared to five percent government wide and five percent DOE-wide. Each is a grade 14 engineer. An Asian male employee is the only minority staff member located in the field.

One Hispanic employee (2 percent) is represented in the OE workforce. Government-wide, Hispanic employees represent seven percent of the workforce, and across DOE, five percent. This employee is a SES member and serves in a supervisory position as Director for Infrastructure Protection and Energy Restoration (OE-30).

Native American and Special Needs employees are not represented in OE's current workforce.

During the workforce analysis, OE identified three highly qualified disabled veterans, two for Infrastructure Security Specialists. These individuals have experience in security operations in relation to weapons of mass destruction (WMD). OE is working with the Office of Special Emphasis Programs to facilitate hiring actions during the first quarter of FY 2006.

Developmental and advancement opportunities for minority employees since May 2005, included:

Workforce Diversity Chart 7

White Female 8%
Asian Male 4%
Black Male 4%
Hispanic Male 2%
Black Female 16%
Asian Female 2%
White Male 63%
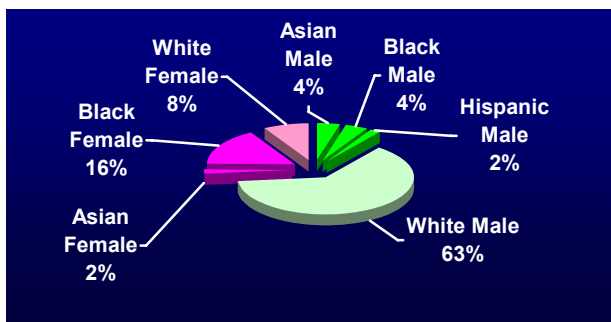
- Information Security Officer (ISO) Training for Asian male employee

- Enrollment in Massachusetts Institute of Technology executive leadership program for Hispanic male employee.

- Developmental assignments for two black female employees.

- Skills assessment, job coaching and training options developed for two black female employees.

- Merit promotion actions for one black female program specialist, to grade 11 and for an Asian female engineer, to grade 14.

Four minority employees, including minority females, (29 percent of minority employees), one GS-15, two GS-14, and one GS-12) currently are eligible for optional retirement. During 2010, six minority employees (43 percent of minority staff), will be eligible for optional retirement.

Age. The average age of the workforce is 49. Nearly 80 percent the workforce is age 40 or older; more than half the workforce is fifty or older.

Age Distribution   Chart 8
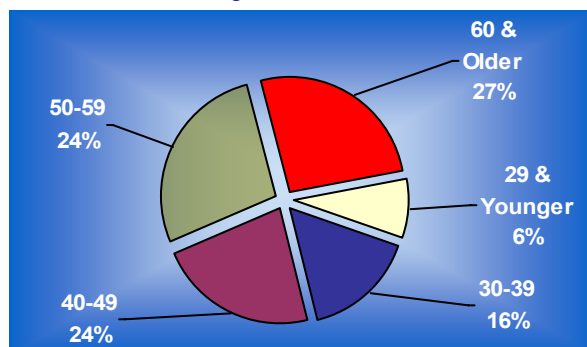
For the purposes of the workforce analysis and OE's succession planning activities, the leadership and knowledge pipeline includes positions grade 12 through SES.

- The current pipeline of incumbents represents 88% of the total workforce
- 65% is GS-14 & above

Average Pipeline Age
- Pipeline: 51
- Grade-14 & 15: 52
- Grade-12-13: 47
- Female Grade 12 & above: 45
- Male Grade 12 & above: 50
- Minority (including minority female) GS-12 & above: 50

Pipeline Retirement Eligibility
- 40% optional retirement in FY 2006
- 49% early retirement in FY 2006
- 49% optional retirement in FY 10
- 58% early retirement in FY 2010

Leadership and Knowledge Pipeline.

Retirement Eligibility. During FY 2006, 17 employees, 35 percent of the workforce, will be eligible for optional retirement. Based on the current workforce, 22 employees, 45 percent, will be eligible for optional retirement in FY 2010.

For FY 2006, this represents nearly 65 percent of OE's industry analysts and employees in related occupations. In FY 2010, this percentage escalates to 82 percent.

Looking at retirement eligibility by grade level shows that during FY 2006 40 percent of grade 15 and 58 percent of grade 14 employees will

be eligible for optional retirement. In FY 2010, 60 percent and 58 percent of the employees in these grades will be eligible.

**Optional Retirement Eligibility
By Grade & Occupational Group**

FY 2006 / FY 2010 stacked bar charts by grade (SES, EJ, 15, 14, 12, 11 & below) and occupational group.

Legend:
- Directors, Director Support & Program Mgt
- Engineering & Science
- Program & Budget Analysis
- Industry Analysis
- Administration & Public Affairs

Readiness Diversity Excellence

Taken together, the experience gleaned from our transition period and the findings of the workforce analysis established a data-driven starting point for developing OE's first Human Capital Management Plan. Within this framework, our Plan underscores three planning goals: Workforce Readiness; Workforce Diversity; and Workforce Excellence.

Readiness

The cornerstone of our Plan is workforce readiness. By "workforce readiness," we mean filling critical skill and knowledge gaps through successful recruitment, development and retention of employees in order to build workforce competence, flexibility, and continuity that match our mission-critical needs.

Workforce readiness encompasses four of the strategic indicators in OE's Plan pertaining to Strategic Alignment, Workforce Planning and Deployment, Leadership, and Knowledge Management. Summarized, these indicators include:

☑ The workforce process is linked to the program and budget planning cycle.

☑ The organization structure is mission-linked, customer focused; organizational layers are minimal.

☑ Forward-looking staffing and recruitment plans are in place in order to hire employees with skills honed for the future.

☑ A forward-looking staffing strategy provides surge capacity by anticipating the rapid placement of staff to respond to emerging needs, sudden shifts in priorities, and emergency response requirements.

☑ Forward-looking knowledge management and leadership pipeline plans provide reasonable continuity and implementation to ensure a progression of training and delivery modes to identified employees at every level of the organization.

STRATEGIC ALIGNMENT and THE PRESIDENT'S MANAGEMENT AGENDA

The new role of Chief Operating Officer represents OE's commitment to provide hands- on executive stewardship of the strategic alignment process. This role becomes the focal point for OE-wide integration of its mission, strategic program goals, performance metrics and human capital decisions, including activities that advance the President's Management Agenda.

ORGANIZATION, WORKFORCE, SPAN OF CONTROL

OE begins FY 2006 with 42.5 headquarters positions, supported by 7 positions at NETL that report to OE's Infrastructure Security and Energy Restoration Division (OE-30). Our work is augmented by three positions at the Chicago Operations Office. During FY 2006, OE anticipates vigorous recruitment of headquarters positions toward FY 2007 headquarters staffing of 66 FTE. OE also anticipates the assignment of four additional positions through the transfer of the Distributed Energy Program. Field positions include 3 FTE at the Chicago Operations Office, and 13 positions at NETL. Nine percent of OE employees will be supervisors, resulting in a **supervisor-to-employee ratio of 1:9.** Eighty-four percent will be located at headquarters; sixteen percent in the field.

Position Deployment
Projected FY 2006 - 2007

Chart 9

LEGEND

S = Supervisor
Distributed Energy Program position
(transfer of function from EERE)
New position

Research and Development Division (OE-10)

Deputy Director, ES-340 (S)

Senior Technology Advisor, ES-301
Physicist, GS-1310-15
General Engineer, GS-801-15
Electrical Engineer, GS-850-15
Electrical Engineer, GS-850-15
General Engineer, GS-801-15

General Engineer, GS-801-15
Mechanical Engineer, GS-830-15
General Engineer, GS-801-14
General Engineer GS-801-14
General Engineer, GS-801-14

Immediate Office of the Director (OE-1)

Director, ES-301 (S)
Principal Deputy, ES-301 (S) (vacant)
Special Assistant, GS-301-09

Permitting, Siting and Analysis Division (OE-20)

Deputy Director, ES-340 (S) (vacant)

Policy Advisor, EJ-301-05
EPACT Policy Analyst, GS-301-15
Management & Program Analyst, GS-343-15
Environmental Scientist, GS-1301-15
Electrical Engineer, GS-850-15 (Team Leader)
General Engineer, GS-801-14
Electricity Import/Export Analyst, GS-1101-14
Natural Gas Market Analyst, GS-1101-14

Energy Trade Analyst, GS-1101-14
Economist, GS-0110-14
Economist, GS-0110-14 or Ops Res Analyst, GS-1515-14
Operations Research Analyst, GS-1515-14
Electricity Import/Export Analyst, GS-1101-12
Energy Technology Program Spec., GS-301-12
Attorney (NEPA Analyst), GS-905-11

Resource Management Staff (OE-1.1)

Chief Operating Officer, ES-301 (S)*

Budget Officer, GS-560-15
Program Analyst, GS-343-15
Management Analyst, GS-343-13
Program Analyst, GS-343-13
Program Analyst, GS-343-12
Program Specialist, GS-301-11
Administrative Support Specialist, GS-301-09
Secretary, GS-318-09
Program Assistant, GS-344-07
Administrative Asst., GS-303-05 (Special Programs)
Clerk, GS-303-02 (Stay-in School)

Infrastructure Security and Energy Restoration Division (OE-30)

Deputy Director, ES-340 (S)

Social Scientist, GS-0101-15
Lead Program Analyst, GS-343-15
Infrastructure Systems Analyst, GS-1101-15
Infrastructure Systems Analyst, GS-1101-15
General Engineer, GS-801-15
Infrastructure Systems Analyst, GS-1101-14

Infrastructure Systems Analyst, GS-1101-14
Program Analyst GS-343-14
General Engineer, GS-801-14
General Engineer, GS-801-14
Program Support Specialist, GS-301-12
Infrastructure Security Spec., GS-086-07 (Special Pgrms)
Infrastructure Security Spec., GS-086-07 (Special Pgrms)

*New '06 position –Chief Operating Officer.
Incumbent of Associate Deputy Director OE-30
reassigned 11/27/05/No backfill for Associate
position/No FTE impact

**NETL position effective10/2/06

Site Office (OE-40)

Operations Manager, GS-080-15 (S)

Cyber Security, GS-2210-15
Physical Scientist, GS-1301-15
Business Mgmt. Specialist, GS-1101-14**
General Engineer GS-801-14
General Engineer, GS-801-13

General Engineer, GS-801-13
Physical Scientist, GS-1301-13
General Engineer, GS-801-13
Electrical Engineer, GS-850-12

Occupations. OE anticipates adding several occupations. The linkage to mission-critical work for all but one of the new positions will increase **the percentage of positions in critical occupations from 80 percent to 82 percent.**

- Security Officer (Operations) (080)
- Infrastructure Security Specialist (086)
- Economist (0110)
- Operations Research Analyst (1515)
- Information Technology Specialist (Cyber Security) (2210)

The charts below illustrate the shift from a core science and engineering base to an integrated program of R&D, analytics and policy and policy development.

Although science and engineering remain crucial to the leadership, technical skill and knowledge mix, the addition of security, IT, and analytic expertise (i.e., economics, and operations research analysis) results in a total mix that represents OE's commitment to fortify workforce capability to carry out the mission.
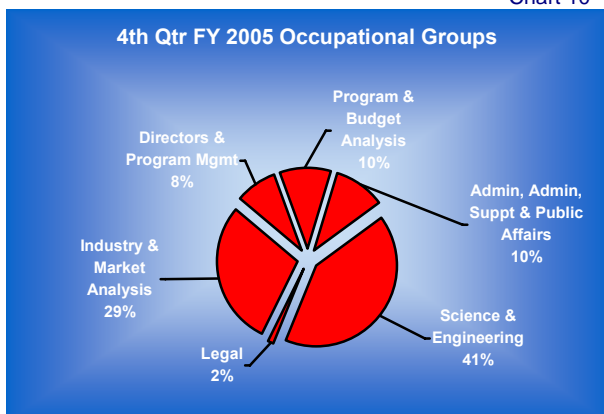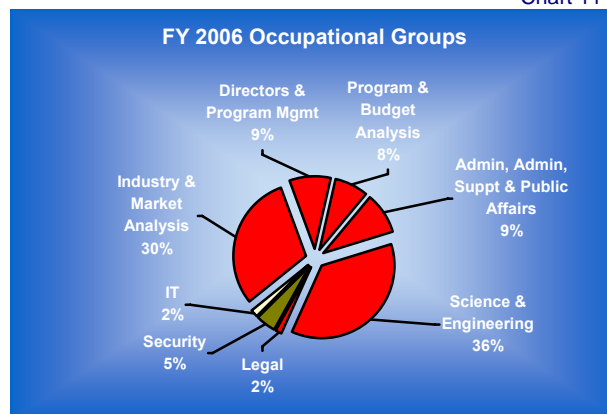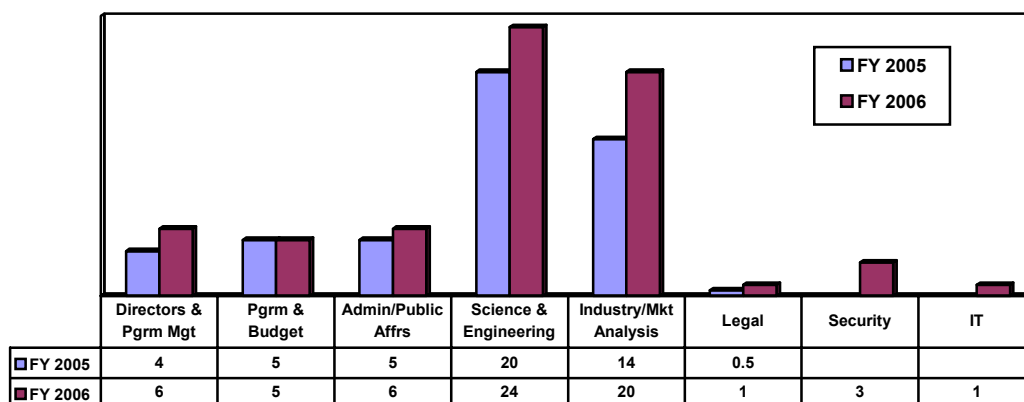
Chart 10

4th Qtr FY 2005 Occupational Groups

Program & Budget Analysis 10%
Directors & Program Mgmt 8%
Admin, Admin, Suppt & Public Affairs 10%
Industry & Market Analysis 29%
Science & Engineering 41%
Legal 2%

Chart 11

FY 2006 Occupational Groups

Directors & Program Mgmt 9%
Program & Budget Analysis 8%
Industry & Market Analysis 30%
Admin, Admin, Suppt & Public Affairs 9%
IT 2%
Security 5%
Legal 2%
Science & Engineering 36%

- Taken together, the current Industry & Market Analysis positions and the projected security, IT, economics and operations research analysis will represent 35 percent of the workforce.

- Although the number of scientists and engineers will increase by four (through the transfer of the Distributed Energy Program from the Office of Energy and Efficiency and Renewable Energy, these occupations will decrease from 41 percent to 36 percent of the workforce.

Comparison of Occupation Use   Chart 12

	Directors & Pgrm Mgt	Pgrm & Budget	Admin/Public Affrs	Science & Engineering	Industry/Mkt Analysis	Legal	Security	IT
FY 2005	4	5	5	20	14	0.5		
FY 2006	6	5	6	24	20	1	3	1

Grade Distribution. OE anticipates establishing positions at grades GS-5 through SES. **The average grade of the workforce will remain at the 14 level.** Seventy percent of positions are projected at grade14 and above; 20 percent at grades 11 through 13; and 11 percent at grade 9 and below.

Establishing most of the new positions at the 15 and 14 levels reflects the requirements of OE's current and projected high priority work.[7] This includes conducting complex studies and business case scenarios; and developing infrastructure security and cyber security protocols. These activities will require sophisticated resident expertise and industry and market behavior knowledge that are not represented in our current workforce. OE intends to establish two of the positions (Infrastructure Security Specialist) at the grade 7 level.

**Comparison of Grade Distribution Chart 13**
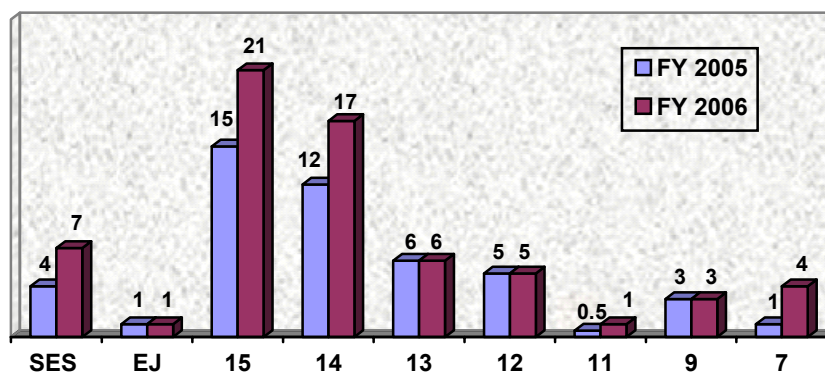
Talent. Our Plan calls for aggressive and targeted recruitment efforts in order to attract applicant pools that match specific mission-driven criteria and workforce needs.

- This will include forging relationships with colleges and professional associations to build a pipeline to skill and employee groups.

- We will continue to use a mix of administrative flexibilities, including inter-agency rotational assignments to strengthen our knowledge base in several critical areas. We intend to expand our use of the Presidential Management Fellows Program (PMF). Three of OE's current employees, including two women, one of whom is also a minority employee, are recent PMF program graduates.

- We also will explore appropriate opportunities to share positions with other DOE organizations, as we currently do with the Office of General Counsel. The work of the position involves essential National Environmental Policy Act (NEPA) analysis and compliance review. The GS-11 Law Clerk position was classified this month as an Attorney and we anticipate this becoming a full FTE during FY 2006. Use of this position also adds a mid-level grade to our position mix and an incumbent in an age group under 30.

- As funding permits, we will strengthen our use of recruitment and retention incentives such as bonuses, advanced-in-hire, tuition reimbursement, and professional liability insurance premium assistance.

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[7] Three of the grade 15 positions reflect the anticipated reassignment of Distributed Energy Program (DEP) employees.

Knowledge Management. Our Plan also commits OE to sharpening employee skills and developing leaders by building a training pathway to make sure that employee skills match the challenges of their jobs and that transition them to the next level of professional development.

- The foundation of our training model is comprehensive orientation for new employees that will provide an overview of the organization, the programs and workplace information. Materials also will include information and briefings on external issues that impact our work and the roles of our partners and stakeholders. Each new employee also will have a staff member "sponsor" who will be accessible to provide guidance and respond to questions.

- We also will focus on re-training to ensure that employees stay current with changing technology and increasing complexities in program and external issues. Entry and mid-career training will focus on improving technical and job skills. We are placing particular emphasis on acquiring project management skills and leadership development that includes mentoring and coaching.

- There are many courses available to employees online, including DOE's Online Learning Center (OLC), enabling employees to take courses in a wide range of subjects. There also are other web-based courses taught through text presentations, simulations, and chat rooms. Self-paced, self-taught courses are a cost-efficient alternative to more expensive instructor-led courses and will result in a significant cost-savings that can be applied to providing more training to more employees. This also will allow more employees to "attend" training without creating office coverage gaps.

The training path that an OE employee will take.

- We are continuing to fortify our knowledge about external partners by strengthening interactions with the Federal Energy Regulatory Commission (FERC), the Power Marketing Administrations (PMAs), the Department of Homeland Security (DHS) and the states. Moreover, our excellent collaboration with these organizations and others, such as the Office of Fossil Energy, has resulted in the sharing of their individual and combined expertise through rotational assignments that have been vital to our ability carry out our work.
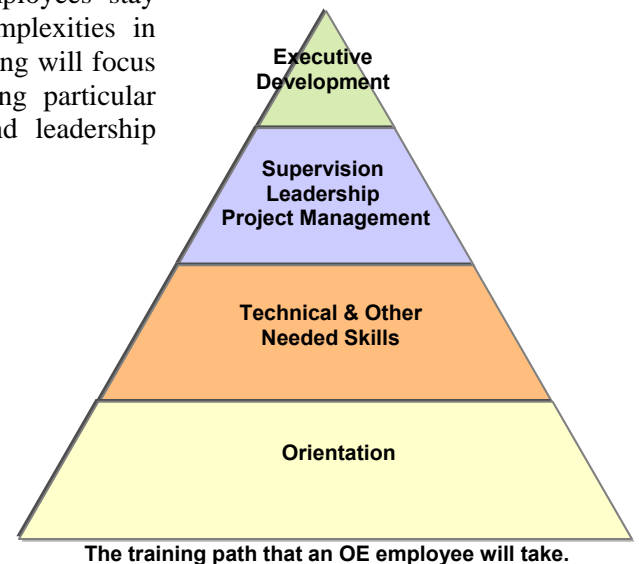
Expanding the use of technology is integral throughout OE's Plan. This includes increased training and use of the Department's electronic suite of business, financial and administrative systems to integrate our work, increase our efficiency, decrease cost and strengthen accountability.

- OE's infrastructure Visualization Center located in the Forrestal building represents the state-of-the-art in situation monitoring through technology advancements. We intend to expand its capability in pace with ongoing technology progress to ensure that the Department, other agencies, states and the energy industry have reliable, real time data that enables early intervention and strengthens coordinated response to energy infrastructure emergencies. It will also be linked to a companion site in Morgantown to assure accessibility of these analytical tools to OE's Site Office employees.

- We will expand our archive of documents to ensure that our employees have instant access to timely and accurate information and to minimize the loss of institutional knowledge resulting from retirements of our subject matter experts. We also will continue to provide input to the department's Knowledge Management Portal to assist in the guarantee of a complete corporate electronic repository of information.

- We will continue to provide daily infrastructure situation reports during and after energy emergencies and will work closely with the energy industry, the Energy Information Administration, the Department of Interior, the Department of Homeland Security and others to collect, validate and consolidate timely, accurate information.

- Enhancements to OE's website will be ongoing to ensure a user-friendly portal to timely organizational and program information. This includes attributes such as document downloading and interactive capability, as well as updated program descriptions, fact sheets, competitive sourcing opportunities, and links to related program emphasis areas.

Diversity

The context and meaning of diversity is reflected clearly in the OE Plan -- organizational wellbeing that derives from the principles of fairness, inclusiveness and respect. We are committed to modeling, and holding ourselves accountable for, behavior that values and respects the diversity of ideas, gender, race, and culture. We will be held responsible for actions that translate meaningful employment goals into recruitment and training actions in order to build and sustain workforce diversity. Our Plan builds on the actions we have taken during OE's first five months, as well as strong direction set by our predecessor management teams.

■ We will continue job coaching, training and developmental assignments for minority and female employees. For example, one of our female employees recently completed the PMF program, serving her final rotation as a trade analyst at the Office of the U.S. Trade Representative. This experience has broadened her role in OE's industry analysis activities. We championed her enrollment in the Leadership Transition Program and she has completed six courses at Marymount College, including team building, HR and networking.

■ We also will continue to prepare and encourage female and minority employees to apply for merit promotion opportunities. In recent months, two minority females advanced to grades 11 and 14, respectively.

■ The leader of OE's high visibility Infrastructure Protection and Energy Restoration Division is a Hispanic male, and is enrolled in an executive leadership program at the Massachusetts Institute of Technology.

■ Female leadership in OE will be strengthened by the transfer of EERE's Distributed Energy Program. Three of the four employees to be reassigned are female, including one SES. She will serve as OE's senior technology advisor.

■ Our recruitment plan will commit us to target underrepresented groups and to make strides in reaching applicants pool of Native Americans and disabled employees, two groups that are not reflected in our workforce. Through DOE's Office of Special Emphasis Programs, we have already identified three disabled veterans, including a female, who served in Iraq, and who are excellent candidates for positions that OE has identified for FY 2006.

■ An important component of our orientation for new employees will include information on ethics, and regulations and policies for ensuring a respectful, safe workplace. All employees will attend training on diversity awareness and prevention of sexual harassment. We will include DOE diversity events on our organizational calendar and promote attendance to these events.

Excellence OE's Plan establishes four objectives for our performance management process: clarity, high performance, accountability and recognition. A major goal is to strengthen our performance management process by placing greater emphasis on meaningful inter-personal communications about organizational goals, expectations, performance, results, and career development.

- Through staff meetings, information briefings, supervisor-employee meetings and other office communications, the process will provide clearer connections between performance ratings, results and rewards; and will require supervisors to bolster marginal or weak performance by identifying and scheduling training or retraining for employees during the performance cycle.

- The Plan continues OE's current status of cascading SES performance factors to GS-15 positions. OE also will ensure that 80 percent or more of OE performance plans are linked directly to mission-critical work. This will include 100 percent of all employee performance plans for employees in mission-critical occupations.

- Supervisors will be held accountable through their performance plans for all the human Capital Management Plan actions applicable to their positions. Likewise, non-supervisors with be held accountable through their performance plans for actions that are appropriate to their positions.

Our employees are motivated, results-oriented individuals, and high performance is the rule, not the exception. They share a sense of urgency and determination in carrying out the mission. The recent performance by OE employees during the hurricane emergencies were praised by both President Bush and Secretary Bodman.

Our plan ensures that outstanding performance will be acknowledged, and that the process for recognition and awards is transparent and consistent OE-wide. The Plan also promotes the use of a mix of available awards, and ensures that the highest awards go to the highest performers.

On a corporate level, the Plan commits OE to develop and implement performance metrics to monitor, assess, and track achievement of goals we have set out in this Plan. This will include chartering a Human Capital Management coordination and review team. The team will develop and disseminate guidance across OE; track, document and report progress; evaluate results and recommend improvements for our performance metrics.

We are on the right track. A November 18, 2005, memo from the Office of the Inspector General states:

"Based on our limited work in this area, we determined that OE has made progress….because nothing came to our attention that would require further audit work, we are terminating audit work at this time."

Opportunities and Constraints

Several factors will influence implementation of OE's Human Capital Management Plan:

Opportunities

- The criticality and immediacy of OE's work has become highly visible to the Administration, Congress, States, the utility industry, the media and the public.

- OE has established itself as a *can do* organization.

- OE's successful relationships with partner agencies present opportunities for negotiating additional rotational assignments from DHS, the PMAs, FERC and FEMA to assist with high priority work.

Constraints

- Recruitment for energy market expertise is highly competitive. Our success may be hampered by the pace of the recruitment process and by the limitations of salary, perks and bonuses.

- Funding uncertainties or actual constraints may limit OE's ability to implement investment strategies, such as hiring for key positions and employee enrollment in executive development programs.

- The Department's upcoming sprinkler project will significantly diminish our ability to collaborate and coordinate our work. We will be among the first organizations in Phase I of the project and have been advised to expect a minimum of three months of disruption. Beginning in February, the 21 OE employees on the 8th floor will be dispersed to 5 locations:
    4H - 4 people   1G- 5 people   6H -1 person
    1E - 3 people   950 L'Enfant - 8 people

Office of Electricity Delivery and Energy Reliability

HUMAN CAPITAL MANAGEMENT STRATEGIES and INITIATIVES

Strategy 1   Strategic Alignment

OE's human capital management is aligned with our mission, goals and performance objectives and is integrated into our strategic plan, performance management system and budget process.

OE Initiatives

- Develop and regularly update a Human Capital Management Plan that is linked to and supports OE's program goals and strategies.
- Establish ongoing OE-wide collaboration on human capital planning through crosscutting planning and business practices.

FY 2005 Accomplishments

- Developed OE human capital vision and business case.
- Used OE mission and program priorities as the framework for workforce requirements associated with merging the Office of Electric Transmission and Distribution and the Office of Energy Assurance.
- Established a human capital management efficiency measure (ratio of program direction to program funding) for the FY 2006 budget and the FY 2007 budget request.
- Developed OE's first Human Capital Management Plan (HCMP), reflecting the link between workforce decisions and OE mission and goals.

FY 2006 Planned Actions

- Fully integrate human capital planning into OE core business practices.
- Provide guidance and reference tools to ensure accurate and consistent attention to the integration of workforce strategies, initiatives and processes with the budget and strategic planning cycle.
- Develop a strategic alignment performance standard for supervisors and managers.
- Assess HCMP alignment against performance indicators to determine effectiveness.
- Revise HCMP to ensure continuing alignment.

Anticipated Results

- OE's leadership makes human capital management a priority, integrated with program performance and financial management.
- Critical human capital decisions are made in the context of informed evaluations of mission needs.
- OE managers have the tools to access and retrieve essential workforce planning data.

Strategy 2   Workforce Planning and Deployment

OE's organization is mission focused; structured to provide optimal service at lowest cost; and reflects delayering, competitive sourcing and e-government.

OE Initiatives

- Complete transition to new organization and consolidation initiatives.
- Leverage opportunities for competitive sourcing.
- Strengthen OE's workforce planning and analysis capability.
- Maximize use of electronic capabilities to manage human capital strategically.

FY 2005 Accomplishments

- Aligned the organization structure to OE mission and goals.
- Established a streamlined organization, merging six second-tier organizations into three mission-focused business line divisions; established a single matrix-type resource management staff, and a technical/project management support field staff located at NETL.
- Attained a supervisor-to-employee ratio of 1:12 (compared to the predecessor organizations, 1:8 and 1:9).
- Conducted a workforce analysis; depicted baseline profile; identified gaps; and established framework for strategically building full workforce readiness.
  - Identified mission-critical occupations and mission-critical positions, and deployed positions according to program priorities.
  - Identified critical and core skills requirements, and conducted gap analysis.
  - Identified redundant and duplicative work.
- Identified appropriate tasks for commercial sourcing and awarded a MOBIS contract to provide the full range of support services to the entire OE organization through a single contractual vehicle.
- Established developmental assignments for clerical and administrative staff to reduce redundant work and established clerical support through DOE's Stay-in-School Program.
- Established use of DOE electronic corporate business systems.
- Communicated appropriately and regularly with union representatives and employees through meetings, e-mail and memoranda in order provide information and respond to questions concerning the transition to the new organization.

FY 2006 Planned Actions

- Continue to assess the organization structure and opportunities for cost-effective position utilization.
- Continue to identify and implement appropriate competitive sourcing opportunities when cost savings are demonstrated.
- Strengthen use of DOE corporate electronic business systems.
- Continue to foster and conduct two-way communications with employees and union representatives.

Anticipated Results

- Critical human capital management decisions are data driven.
- Human capital management is more effective and cost-efficient OE-wide.

Strategy 3   Leadership and Diversity

OE has a plan for continuity of forward-thinking leaders, who ensure workforce diversity across the organization.

OE Initiatives

- Develop and update OE's Succession Plan using DOE's Leadership Competency Model.
- Strengthen SES and mid-level training and development based on identified succession planning needs.
- Strengthen participation in DOE and other leadership programs.
- Strengthen OE diversity awareness.
- Strengthen OE diversity in underrepresented groups, emphasizing those underrepresented in management and mission-critical positions.

FY 2005 Accomplishments

- Conducted baseline workforce analysis; identified bench strength of new OE organization.
- Determined retirement eligibility of current leadership team and analyzed impact on and needs for leadership and knowledge pipeline.
- Leadership training during 4th quarter: Participation in DOE's Leadership Transition Program; HR for Supervisors and Team Building for GS-12 female PMF graduate; enrollment in MIT's executive leadership program for Hispanic male SES member.
- Conducted baseline workforce analysis and determined overall female and minority representation and gaps in OE's workforce, including by grade level and occupation.
- Identified three disabled veterans, including one female, who served in Iraq, for OE positions. Two of these individuals have infrastructure security (WMD) background that link to OE mission critical need for infrastructure security specialists.

FY 2006 Planned Actions

- Implement a leadership development strategy based on DOE's Leadership Competency Model.
- Develop and implement a comprehensive Succession Plan for leadership and mission-critical positions.
- Participate in DOE, OPM, USDA Graduate School, Federal Executive Institute and other leadership development programs, including DOE's Mentor Program.
- Integrate succession and diversity planning into OE's overall recruitment, hiring and retention plans.
- Schedule diversity awareness and sexual harassment prevention training; promote DOE diversity events.

Anticipated Results

- OE's leaders manage people in a manner that drives both short- and long-term results.
- OE's knowledge and leadership pipeline is more diverse, with improvements in underrepresented groups among management, professional and mission-critical occupations.
- Leaders model and establish expectations for respect. OE demonstrates the values of diversity.

Strategy 4   Knowledge Management

OE uses knowledge management activities and technologies for gathering, sharing and transferring knowledge; and that address employee training and development needs.

OE Initiatives

- Establish electronic access and retrieval to OE information and documents.
- Strengthen OE knowledge and use of DOE electronic resource management tools.
- Develop, implement and update OE training and development (T&D) plan.

FY 2005 Accomplishments

- Launched OE's website, providing direct internal and external access and downloading of major studies, reports, facts sheets and other program information.
- Established DOE's online Hurricane Situation Report at OE's website.
- Established website icon to a plain English summary of OE major actions required by the Energy Policy Act of 2005.
- Established internal electronic library available to employees on a "read only" basis.
- Developed and submitted OE's KM directory to DOE's Knowledge Management Portal.
- Introduced a new business process to convert Presidential Permitting transmission lines paperwork into electronic CD imaging and scanning.
- Implemented use of CHRIS to manage and expedite processing of workforce documentation. CHRIS training completed for two key staff members.
- Conducted 126 hours of training to address immediate priorities and skill gaps.
- Established OE's FY 2006 training and development priorities and framework for training, re-training and career development.

FY 2006 Planned Actions

- Continue enhancements to OE's website and electronic library.
- Continue input to DOE's KM Portal.
- Link Forrestal and Morgantown visualization capabilities.
- Expand use of DOE knowledge management/resource management systems.
- Implement training and retraining to fortify OE knowledge and skills in leadership, mission-critical and identified core competencies.
- Develop and implement a comprehensive OE training plan.
- Develop T&D evaluation process, including metrics, to determine impact on employee and OE performance.
- Develop new employee orientation briefing and materials.

Anticipated Results

- OE's KM framework strengthens information sharing and institutional knowledge.
- OE's T&D framework reduces gaps in essential knowledge areas and strengthens employee and program performance.
- OE's T&D approach leverages a cost-effective mix of training delivery methods including the expanded use of e-learning.
- OE's T&D process strengthens career progression and employee retention.

Strategy 5   Performance Culture

OE management ensures clarity of the link between employee performance expectations and recognition to OE's mission; identifies developmental needs to address poor performance; and ensures fairness and accountability.

OE Initiatives

- Create a clear, uniform message for communicating the link between program and individual performance expectations.
- Implement new DOE performance management guidance.
- Strengthen use, visibility and uniformity of recognition and awards.
- Develop and communicate a process for improving low performance during the performance cycle.
- Invest in manager/supervisory training relating to performance management.

FY 2005 Accomplishments

- Revised all HQ performance plans to reflect transition to the new organization, including changes in position or major duties.
- Ensured that all HQ performance plans link program goals and individual performance expectations and that SES plans cascade to excepted service and GS-15 positions.
- Acknowledged and awarded outstanding performance.

FY 2006 Planned Actions

- Use meetings, coaching and written guidance to ensure that employees clearly understand the performance results that are expected.
- Continue link of program goals to all performance plans and implement DOE's strategic cascade from SES to all positions, including NETL site office employee performance plans.
- Implement new SES and GS performance management guidance for FY 2006; differentiate between performance levels.
- Provide information and guidance to support timely use of the mix of recognition and award tools.
- Identify/acknowledge jobs well-done and award-recipients to all staff.
- Review award trends. Ensure that highest awards are for highest performers.
- Identify weakening and low performance; intervene during the performance cycle.
- Use workplace flexibilities (DOEFlex and AWS) as performance incentives.
- Provide training in performance management techniques/managing performance.

Anticipated Results

- OE is a cohesive, high performing organization.
- OE demonstrates continuous improvement.
- Employees are motivated to contribute to OE's success.

Strategy **6**   Talent

OE closes critical gaps by recruiting, hiring and retaining employees with the skills needed to achieve its mission.

OE Initiatives

- Develop and regularly update OE's staffing plan.
- Develop and regularly update a comprehensive recruitment plan.
- Expand use of administrative flexibilities to recruit, hire and retain mission-critical talent.

FY 2005 Accomplishments

- Used administrative flexibilities as the strategy to acquire immediate critical knowledge and skills:
  - Negotiated rotational assignments from BPA and DHS
  - Began IPA process with Cornell University
  - Established Legal Clerk position to share with the Office of General Counsel.
  - Detailed EJ and SES employees to critical leadership/supervisory positions.
  - Identified new PMF candidate.
- Requested recruitment for 2 leadership (SES) positions.
- Developed FY 2006 staffing plan and identified mission-critical recruitment priorities.

FY 2006 Planned Actions

- Prepare final FY 2006 staffing plan.
- Develop detailed recruitment plan that reflects identified needs and priorities.
- Develop position and recruitment documentation for new positions.
- Deploy four Distributed Energy Program detailees from the Office of Energy Efficiency and Renewable Energy.
- Identify potential use of financial recruitment and retention incentives.
- Complete coordination and implement new rotational assignments, details, shared positions, and IPAs.
- Participate in DOE talent and leadership programs, i.e., PMF, Career Intern Program, Summer Intern, etc.
- Develop, update and maintain electronic tracking process for all recruitment and related actions.
- Include recruitment/staffing as a permanent agenda item for management team and staff meetings.

Anticipated Results

- OE has the planning tools to link workforce actions to priority needs.
- OE leaders, program managers and resource analysts work seamlessly to match recruitment/hiring/retention options to specific workforce actions.
- Skills gaps are reduced in mission critical occupations.

Strategy 7   Accountability

OE uses a formal process for measuring and reporting progress in supporting OE's mission through human capital management decisions and investments.

OE Initiatives

- Develop and update performance indicators for measuring progress in supporting OE's mission.
- Establish a process for tracking, monitoring and reporting progress in meeting human capital management goals, including cost-effectiveness and impact on program results.

FY 2005 Accomplishments

- Tracked, monitored human capital efforts, results and impacts of the transition to the new OE organization.
- Provided findings to DOE: Process Improvement Report and Skills Gap Action Plan (August 31, 2005).
- Developed initial performance indicators for OE's first Human Capital Management Plan.

FY 2006 Planned Actions

- Finalize FY 2006 Human Capital Management Plan performance indicators.
- Establish a HCMP coordination and review team.
- Implement electronic tracking.
- Track and document progress.
- Submit reports to DOE.
- Evaluate results and revise/modify success indicators.

Anticipated Results

- Human capital efforts, investments and results are measured, documented and reported.
- Records are kept current and reviewed regularly for accuracy and relevancy.
- New or revised planning efforts are based on data-driven evaluations.

Office of Electricity Delivery and Energy Reliability
Human Capital Management Action Plan
FY 2006

OE Goal	Strategy/OE Initiatives	Actions to Implement Improvement Initiatives	Schedule	Success Measures

Workforce Readiness
 	
Competence
 	
Flexibility
 	
Continuity
	Strategic Alignment
	
	Develop/regularly update a HCMP linked to program goals and strategies.
	
	Establish ongoing OE-wide collaboration on HC planning through crosscutting planning and business practices.
		Fully integrate human capital planning into OE core business practices.
		  o Reflected in budget documents and program performance goals
		  o Reflected in Strategic Plan
			Ongoing/ planning cycle dates	**Workforce efficiency measure baselined in FY '06 and used as an Annual Performance Target in FY'07.**
				HC goals included in FY '06 Strategic Plan, Strategic Management System and reflected in GPRA and PART goals.

		Provide guidance and reference tools to ensure accurate and consistent attention to the integration of workforce strategies, initiatives and processes with the budget and strategic planning cycle.
		  o Develop/implement electronic planning calendar
		  o Develop written guidance for management team & program managers
			Q1 Ongoing	**Electronic integrated planning calendar is established and maintained. Written guidance is developed and provided for supervisors and program managers.**

		Develop a strategic alignment performance standard for supervisors, managers, and resource/business staff.	**Q1**	**Performance standard in place.**

		Assess HCMP alignment against performance indicators to determine effectiveness.
		  o Track progress against measures
		  o Document and report findings to OE management
		  o Include findings in quarterly and annual reports to DOE's Chief Human Capital Management Officer
			Ongoing Qtrly/ Annually	**Tracking conducted. Assessments conducted and reports submitted.**

		Revise HCMP to ensure continuing alignment.	**Annually**	**HCMP is revised & submitted to DOE.**
	Workforce Planning and Deployment Complete transition to new organization and consolidation initiatives. Leverage opportunities for competitive sourcing. Strengthen OE's workforce	Continue to assess the organization structure and opportunities for cost-effective position utilization.	**Ongoing**	**Maintain supervisor–to-employee ration of 1:9 or better.**
		Continue to identify and implement appropriate competitive sourcing opportunities when cost savings are demonstrated.	**Ongoing**	**Appropriate opportunities and return on investments are identified.**
		Strengthen use of DOE corporate electronic business systems.	**Ongoing**	**Expanded use of I-Manage suite.**

	planning and analysis capability. Maximize use of electronic capabilities to manage human capital strategically.	Continue to foster and conduct two-way communications with employees and union representatives. - Conduct regularly scheduled staff meetings - Encourage employee input/feedback on work and workplace matters - Maintain full compliance with Collective Bargaining Agreement (CBA)	**Ongoing**	**Staff meetings held.** **Employees report 2-way communication.** **Full compliance with CBA maintained.**

OE Goal	Strategy/OE Initiatives	Actions to Implement Improvement Initiatives	Schedule	Success Measures
Workforce Readiness **Competence** **Flexibility** **Continuity**	**Leadership** Develop and update OE's Succession Plan using DOE's Leadership Competency Model. Strengthen SES and mid-level training and development based on identified succession planning needs. Strengthen participation in DOE and other leadership programs.	Implement a leadership development strategy based on DOE's Leadership Competency Model. o Continue training and development for identified candidates o Identify candidates o Identify learning tracks NOTE: OE anticipates recruitment and hiring of 7 potential succession plan candidates during FY 2006. Therefore, development of the full plan will be postponed until leadership candidate roster increases.	**Q3-4**	**Leadership training is conducted for at least 2 leadership candidates. Strategy is in place. More candidates are identified. Learning tracks identified**
		Develop and implement a Succession Plan for leadership and mission-critical positions.	**Q4-Q1 '07**	**Implementation. Fortifies leadership pipeline.**
		Participate in DOE, OPM, USDA Graduate School, Federal Executive Institute and other leadership development programs, including DOE's Mentor Program.	**Q4/ Ongoing**	**Target programs (funds permitting)**
	Knowledge Management **Knowledge Sharing** **Training & Development** Continue enhancements to OE's website and electronic library. Continue input to DOE's KM Portal. Link Forrestal and Morgantown visualization capabilities. Expand use of DOE knowledge management/resource management systems. Develop and implement a comprehensive OE training plan. Implement training and retraining to fortify OE knowledge and skills in leadership, mission-critical and identified core competencies. Develop T&D evaluation process, including metrics, to determine impact on employee and OE performance. Develop new employee orientation briefing, materials and transition support.	Continue enhancements to OE's website and electronic library.	**Ongoing**	**Website reflects new information. Internal library is current.**
		Continue input to DOE's KM Portal.	**Ongoing**	**KM directory updates are submitted.**
		Install/modify systems capability for Forrestal-Morgantown Visualization Center link.	**Q2**	**Visualization link is operative and strengthens collaboration.**
		Expand knowledge and use of DOE knowledge management/resource management systems.	**Ongoing**	**I-MANAGE training conducted for all appropriate staff. Increased use of I-Manage suite.**
		Implement training and retraining to fortify OE knowledge and skills in leadership, mission-critical and identified core competencies, in order of identified mission priorities.	**Q1-4**	**Training retraining is conducted in priority order.**
		Develop and implement a comprehensive OE training plan. o Establish learning tracks for identified positions o Focus on fortifying identified skills o Identify cost-effective mix of training delivery	**Q3-Q1 '07**	**Training Plan developed and implemented. Training mix demonstrates cost-effectiveness.**
		Develop T&D evaluation process, including metrics, to determine impact on employee and OE performance.	**Q4**	**Evaluation process developed to determine performance impacts and return on investment. Training improves skill gaps.**
		Develop new employee orientation briefing, materials and transition support. o PowerPoint Presentation o Written summary of workplace, program, & knowledge management processes, contacts, tools, etc o copy of performance management policy/guidance o copy of training plan o Assign OE staff member "sponsor" to respond to questions during new employee transition	**Q2-3**	**Briefing and materials are prepared. Orientation briefings are provided for new employees. "Sponsors" are accessible and responsive.**

OE Goal	Strategy/OE Initiatives	Actions to Implement Improvement Initiatives	Schedule	Success Measures
Workforce Readiness **Competence** **Flexibility** **Continuity**	**Talent** **Recruit** **Hire & Retain** Develop/update staffing plan. Develop/update comprehensive recruitment plan. Expand use of administrative flexibilities to recruit, hire and retain mission-critical talent.	Prepare final FY '06 staffing plan. o Plan links to specific mission-critical priorities	**Q1**	**Staffing plan prepared.**

		Develop detailed recruitment plan that reflects identified needs and priorities
		  o Plan links to specific mission-critical priorities
		  o Plan includes recruitment targets – occupations, skills, grade levels, underrepresented groups
		  o Plan includes recruitment outreach actions
			Q2	**Recruitment plan prepared.**

		Develop position and recruitment documentation for new positions. o Prepare position documentation, including QuickHire competency questions	**Q1-4**	**Documentation developed according to established deadlines.** **New hires close significant expertise gaps,**
		Deploy four Distributed Energy Program employees from the Office of Energy Efficiency and Renewable Energy. o Develop position documentation and performance plans	**Q2**	**Documentation developed.**
		Identify/use appropriate recruitment and retention financial incentives.	**Ongoing**	**Incentives targeted/used.**
		Complete FY 2005 coordination and implement new rotational assignments, details, shared positions, and IPAs to provide essential expertise to OE.	**Q1-4**	**2 PMA rotational assignments** **1 DHS rotational assignment** **1 FERC detail** **1 IPA from Cornell University.** **Use of flexibilities strengthens surge capacity and knowledge gaps.**
		Participate in DOE talent programs, i.e., PMF, CIP, Summer Intern Program, etc.	**Q1-4**	**1 PMF participant** **1 CIP participants** **2 Summer Interns**
		Develop, update and maintain electronic tracking process for all recruitment and related actions.	**Ongoing**	**Process and tracking implemented.**

		Include recruitment/staffing as a permanent agenda item for management team and program manager meetings.
		  o Prepare and distribute recruitment/staffing status summary
		  o Prepare and distribute issue summaries/decision options, as needed
			Ongoing	**Agenda item included.**
				Status reports provided.
				Issue summaries/decision options developed.

Workforce Diversity **Quality**	**Diversity** Strengthen OE diversity awareness. Strengthen OE diversity in underrepresented groups, emphasizing those underrepresented in management and mission-critical positions.	Integrate succession and diversity planning into OE's overall recruitment, hiring and retention plans.	**As scheduled** **Q1-2**	**OE recruitment planning includes strategies and implementation steps for succession and diversity initiatives.** **Initiatives result in closing gaps.** **3 disabled veterans hired.**
		Schedule diversity awareness and sexual harassment prevention training; promote DOE diversity events.	**Annually**	**All employees attend training.** **Leaders model and establish expectations for respect.**

OE Goal	Strategy/OE Initiatives	Actions to Implement Improvement Initiatives	Schedule	Success Measures
Workforce Excellence **Clarity** **Individual Accountability** **High Performance** **Recognition**	**Performance Culture** Create a clear, uniform message for communicating link between program and individual performance expectations. Implement new DOE performance management guidance. Strengthen use, visibility and uniformity of recognition and awards. Develop and communicate a process for improving low performance during the performance cycle. Invest in manager/supervisory training relating to performance management.	Use meetings, coaching and written guidance to ensure that employees clearly understand the performance results that are expected. o All hands meetings are used to explain performance framework o Written guidance for all employees is provided o Supervisors use uniform context in meeting with each employee o Supervisors are responsible for clarity of expectations (to be considered in supervisor performance ratings)	**Q 1** **Q 1** **Q 1** **Ongoing**	**Clarity contributes to heightened understanding. Meeting(s) held.** **Written guidance provided.** **Supervisors meet with each direct report.** **Supervisors held accountable for results.**
		Continue link of program goals to all performance plans and implement DOE's strategic cascade from SES to all positions, including NETL site office employee performance plans. o Differentiate between GS performance levels	**Q 1**	**All plans are in place, including NETL site employees.** **Standards reflect different performance levels.** **All plans address mission-critical work.** **SES standards cascade to EJ and all GS-15 positions.**
		Implement new SES and GS performance management guidance for FY 2006.	**Pending guidance**	**All new plans in place per DOE guidance**
		Provide information and guidance to support timely use of the mix of recognition and award tools. o Provide supervisors and managers an inventory of recognition/award options o Encourage use of monetary and non-monetary recognition	**Ongoing**	**Information and guidance is provided.** **Increased timeliness and range of options and used.**
		Identify/acknowledge jobs well-done and award recipients to all staff.	**Qtrly**	**Acknowledgements made at quarterly all hands meetings.**
		Review award trends. Ensure that the highest awards are for highest performers.	**Qtrly**	**Trends identified. Highest amounts go to highest performers.**
		Identify weakening and low performance; intervene during the performance cycle with coaching, training and/or retraining.	**Q2-3**	**Timely performance monitoring and intervention. Interventions improve low performance.**
		Use workplace flexibilities (DOEFlex and AWS) as performance incentives (programs have minimum performance requirements).	**Ongoing**	**All participants meet/maintain eligibility requirements.**
		Provide training in performance management techniques/managing performance.	**Q1-4**	**Current and new supervisors take training/retraining.**
Corporate Excellence	**HCM Accountability** • Develop/update performance indicators for measuring progress. • Establish process for tracking, monitoring and reporting progress in meeting HCM goals, including cost-effectiveness and impact on program results.	Finalize FY 2006 Human Capital Management Plan performance indicators. o Establish a HCMP coordination and review team. Define roles and responsibilities, including ▪ Develop and disseminate guidance; provide assistance ▪ Implement electronic tracking. ▪ Track and document progress. ▪ Submit reports to DOE. ▪ Evaluate results and revise/modify success indicators.	**Q1** **Q1** **Ongoing** **Q1-2** **Ongoing** **Qtrly** **Annually**	**Performance indicators are in place. HCMP team established and chartered. Guidance and assistance provided.** **Tracking system in place.** **Progress & trends tracked.** **Reports submitted.** **Revision included in '07 Plan.**

Office of Electricity Delivery and Energy Reliability

Workforce Profile
4th Quarter FY 2005

APPENDIX

CHARTS AND TABLES

Office of Electricity Delivery and Energy Reliability

Gender Distribution
4th Quarter FY 2005
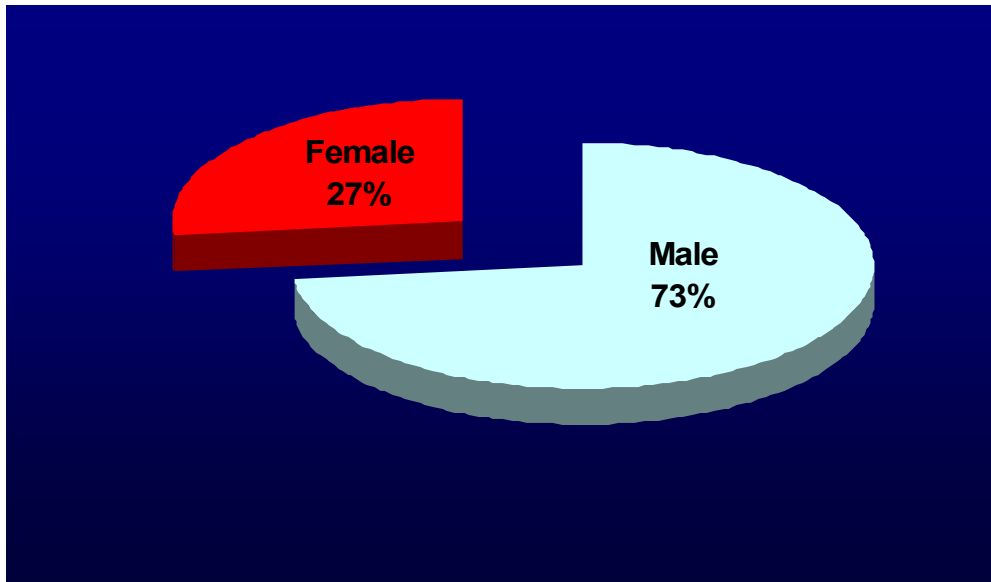
	MALE	FEMALE	TOTAL
HQ	28.5 (59%)	13 (27%)	1.5 (86%)
FIELD	7 (14%)		7 (14%)
TOTAL	35.5 (73%)	13 (27%)	48.5 (100%)

Office of Electricity Delivery and Energy Reliability

Gender and Diversity Profile
4th Quarter FY 2005
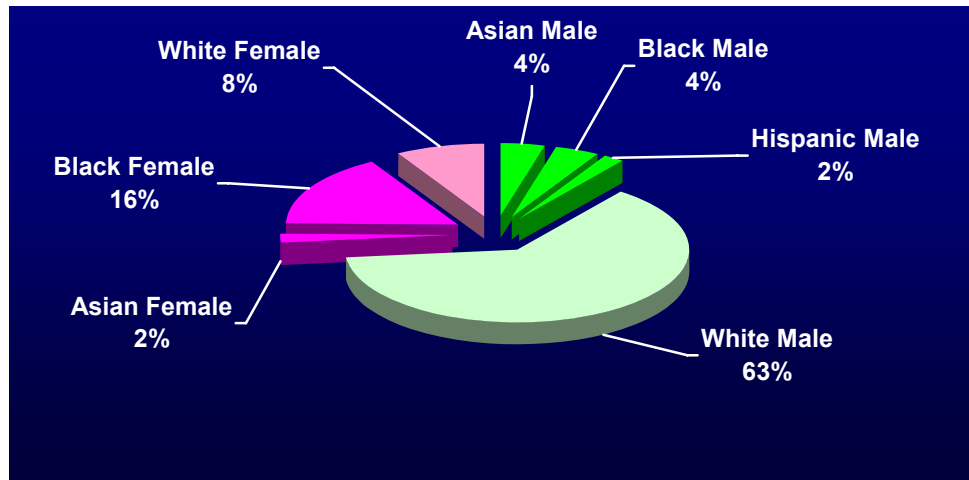
Group	Onboard Count	%	Avg Grade	Supv	Male	%	Female	%	Optional Retirement Eligible '06/'10	%
Hispanic	1	2%	SES	1	1	2%				
Black	10	20%	12		2	4%	8	16%	2/4	4%/8%
Asian	3	6%	14		2	4%	1	2%	2/2	4%
Total MINORITY	14	29%	13	1	5	10%	9	18%	4/6	8%/12%
All Females	13	27%	12							
White Male	30.5	63%	14	3						
Total	48.5	100%	14	4	35.5	73%	13	27%		

Diversity by Location

Location	Minority Females	%	Minority Males	%	Total Minority	%	White Females	%	White Males	%	TOTAL
HQ	9	18%	4	8%	13	27%	4	8%	24.5	51%	41.5
Field*			1	2%	1	2%			6	12%	7
Total	9	18%	5	10%	14	29%	4	8%	30.5	63%	48.5

Office of Electricity Delivery and Energy Reliability

Grade Distribution
4th Quarter FY 2005
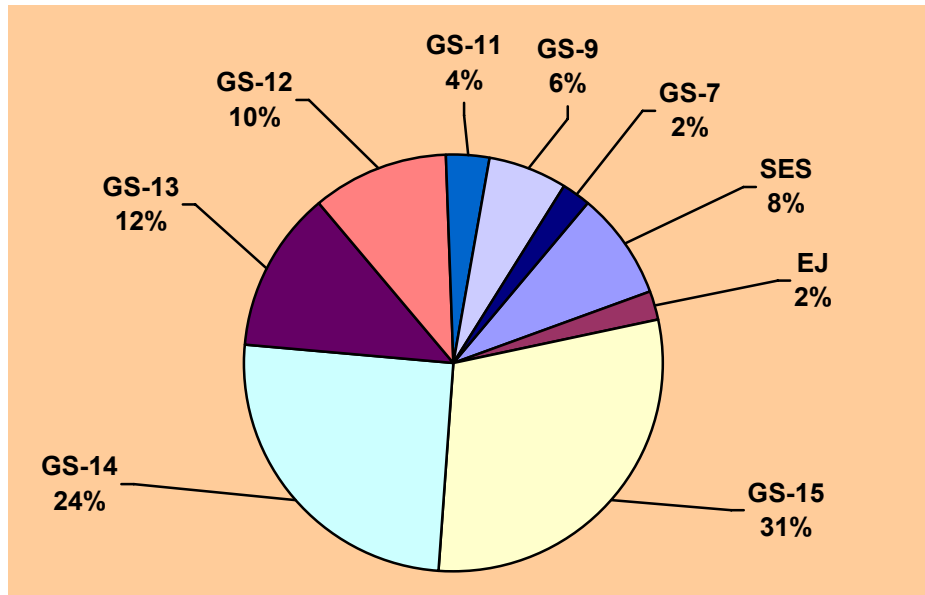
Grade Distribution by Location

Grade / Location	SES	EJ	15	14	13	12	11	9	7	TOTAL On-Board
HQ	4 (8%)	1 (2%)	14 (29%)	11 (22%)	2 (4%)	4 (8%)	1.5 (4%)	3 (6%)	1 (2%)	41.5 (86%)
Field*			1 (2%)	1 (2%)	4 (8%)	1 (2%)				7 (14%)
TOTAL On-Board	4 (8%)	1 (2%)	15 (31%)	12 (24%)	6 (12%)	5 (10%)	1.5 (4%)	3 (6%)	1 (2%)	48.5 (100%)

Office of Electricity Delivery and Energy Reliability

Grade Distribution
Projected FY 2006 - 2007
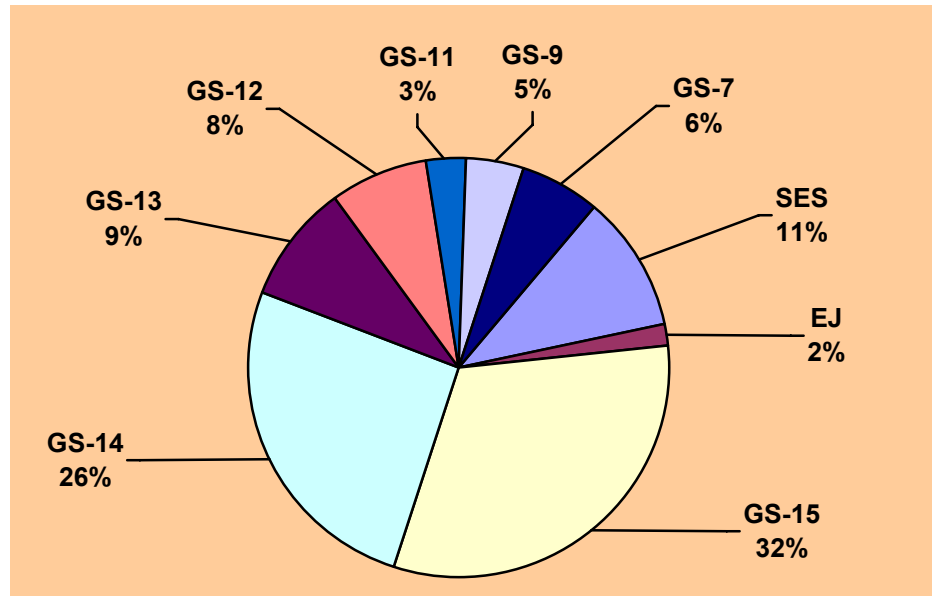
Grade Distribution by Location

Grade \ Location	SES	EJ	15	14	13	12	11	9	7	TOTAL	Total FY '06 Increment
HQ	7 (11%)	1 (2%)	18 (27%)	15 (23%)	2 (3%)	4 (6%)	2 (3 %)	3 (5%)	4 (6%)	56 (85%)	+14.5
Field*			3 (5%)	2 (3%)	4 (6%)	1 (2%)				10 (15%)	+3
TOTAL	7 (11%)	1 (2%)	21 (32%)	17 (26%)	6 (9%)	5 (8%)	2 (3%)	3 (5%)	4 (6%)	66 (100%)	+17.5
Total FY '06 Increment	+3		+6	+5			+.5		+3		+17.5

- Strengthens executive leadership and senior knowledge pipeline.
- Strengthens field leadership and technical prowess.
- Establishes required expertise in industry/market analysis, economic modeling and visualization.
- Establishes 2 entry-level (GS-7) mission-critical positions.

Office of Electricity Delivery and Energy Reliability

Comparison of Grade Distribution
FY 2005 and Projected FY 2006 - 2007
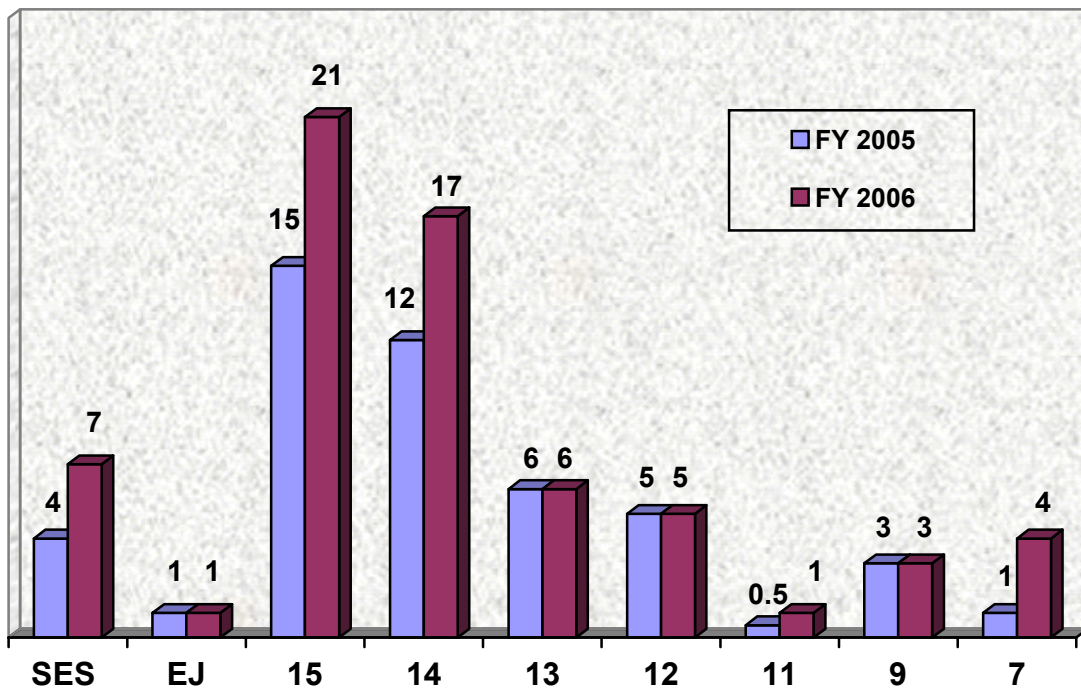
Office of Electricity Delivery and Energy Reliability

Grade Distribution by Gender & Diversity
4th Quarter FY 2005

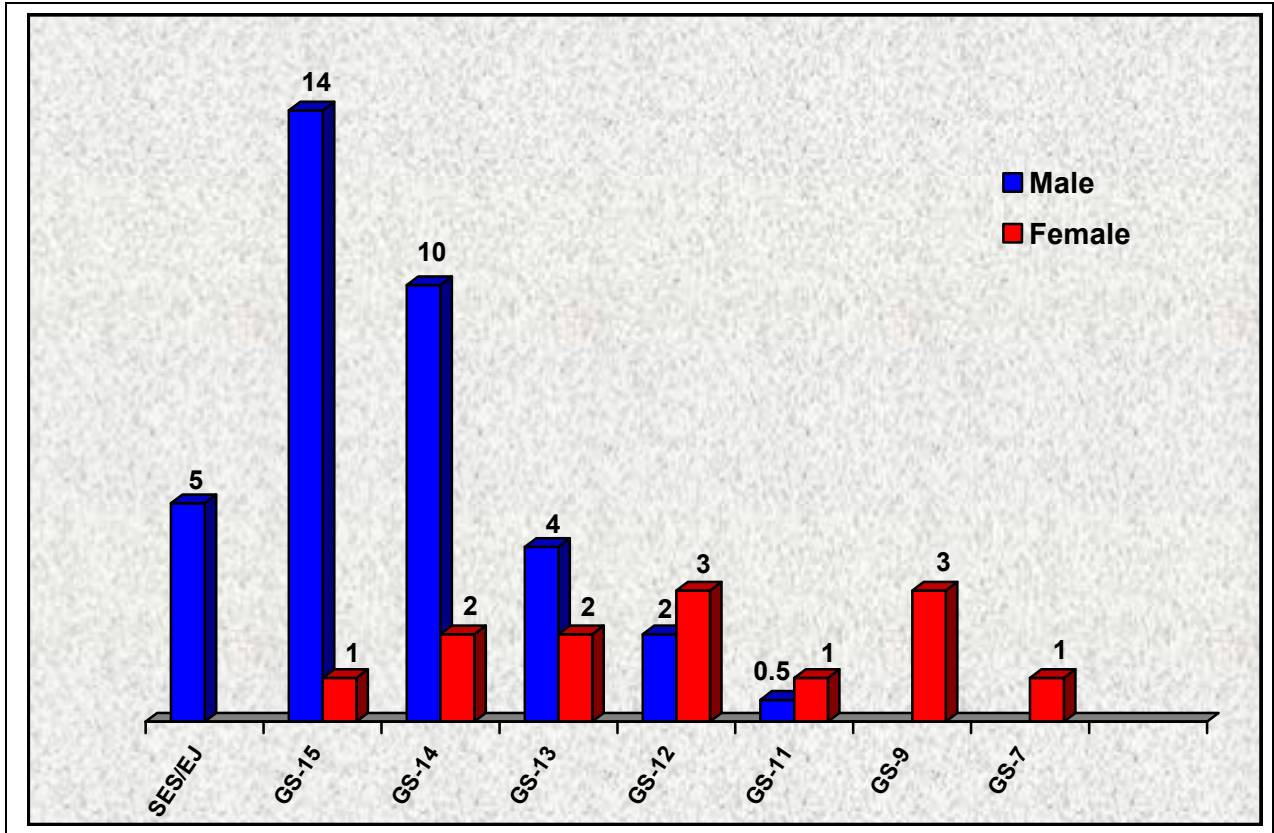| Grade Group	SES/EJ	GS-15	GS-14	GS-13	GS-12	GS-11	GS-9	GS-7	TOTAL
Male	5 (10%)	14 (29%)	10 (20%)	4 (8%)	2 (4%)	.5 (2%)			35.5 (73%)
Female		1 (2%)	2 (4%)	2 (4%)	3 (6%)	1 (2%)	3 (6%)	1 (2%)	13 (27%)
TOTAL	5 (10%)	15 (31%)	12 (24%)	6 (12%)	5 (10%)	1.5 (4%)	3 (6%)	1 (2%)	48.5 (100%)
Minority Male	1 (2%)	2 (4%)	2 (4%)						5 (10%)
Minority Female			1 (2%)	2 (4%)	2 (4%)	1 (2%)	2 (4%)	1 (2%)	9 (18%)
Total Minority	1	2	3	2	2	1	2	1	14 (29%)
All other	4	13	9	4	3	.5	1		34.5 (71%)
TOTAL	5	15	12	6	5	1.5	3	1	48.5 (100%)

Office of Electricity Delivery and Energy Reliability

Percentage of Supervisors and Non-Supervisors

4th Quarter FY 2005

8%

92%

Projected FY 2006 - 2007

10%

90%
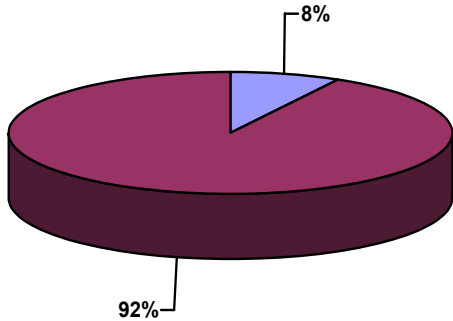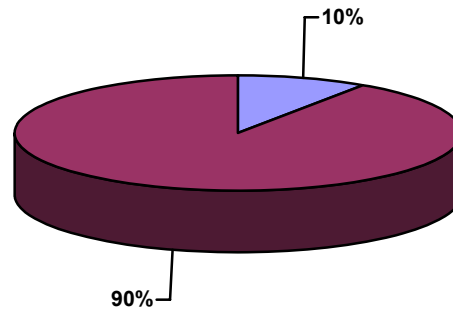
■ Supervisors   ■ Non-Supervisors

	TOTAL	
	FY 05	FY 06
SUPERVISORS	4	7
NON-SUPERVISORS	45.5	60
SPAN OF CONTROL	1:12	1:9

NOTE: Supervisor-to-employee ratio includes Stay-in-School employee

Office of Electricity Delivery and Energy Reliability

Occupational Groups
4th Quarter FY 2005

By Grade

Occupational Group & Series \ Grade Level	SES/EJ	15	14	13	12	11	9	7	TOTAL
Science & Engineering (0801, 0850, 1301, 1310)		8	7	4	1				20 (41%)
Program/Budget Analysis (0343, 0560)		2		1	1	1			5 (10%)
Administration, Admin. Support & Public Affairs (0301, 303, 0318, 0343, 0344)				1			3	1	5 (10%)
Directors & Program Management (ES301, EJ-301, ES-340)	4								4 (8%)
Legal Assistance (0944)						.5			.5 (2%)
Other: Industry & Market Analysis Industry Analysis & Program Support (1101, 0101, 301, 343)	1	5	5		3				14 (29%)
TOTAL (% Workforce)	5 (10%)	15 (31%)	12 (24%)	6 (12%)	5 (10%)	1.5 (4%)	3 (6%)	1 (4%)	48.5 (100%)

Office of Electricity Delivery and Energy Reliability

Occupational Groups
Projected FY 2006 - 2007
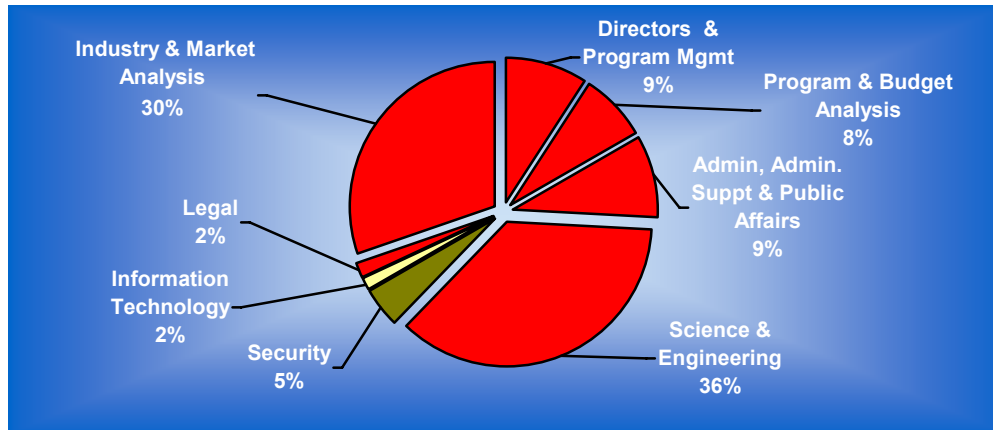
By Grade
(Shaded areas reflect new occupational groups to acquire mission critical skills and expertise)

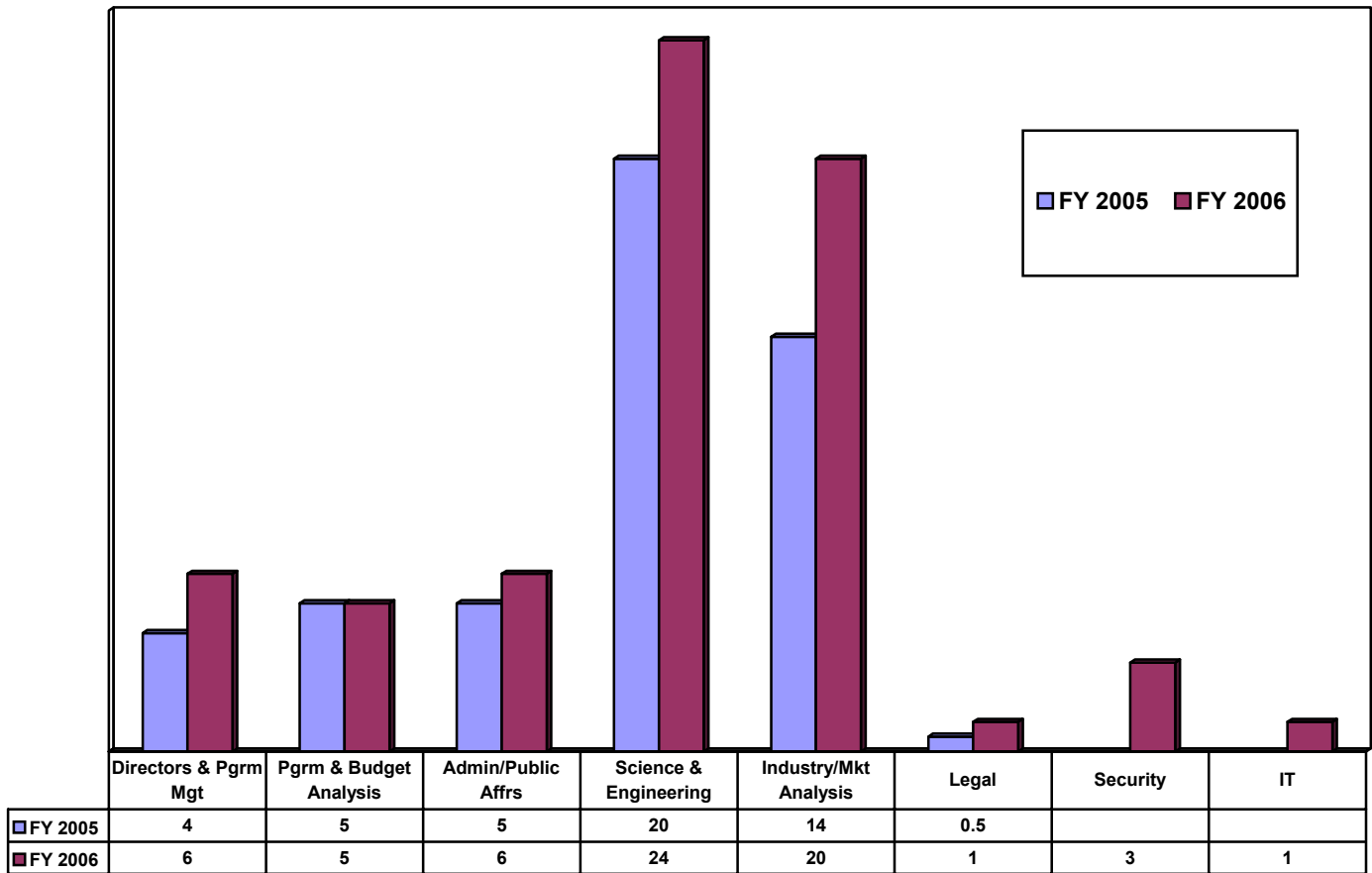| Grade Level / Occupational Group & Series	SES/EJ	15	14	13	12	11	9	7	FY '06-'07 Increment	TOTAL
Science & Engineering (0801, 0850, 830, 1301, 1310)	1	11	7	4	1				+4	24 (36%)
Program/Budget Analysis (0343, 0560)		2		1	1	1				5 (8%)
Administration, Admin. Support & Public Affairs (0301, 0303, 0318, 0343, 0344)				1			3	2	+1	6 (9%)
Directors & Program Mgt (ES-301/340, EJ-301, 301)	6								+2	6 (9%)
Legal (0905)						1			+.5	1 (2%)
Security (080, 086)		1						2	+3	3 (5%)
Information Technology (2210) Cyber Security		1							+1	1 (2%)
Other: Industry & Market Analysis	1	6	10		3				+6	20 (30%)
Industry Analysis & Prgm Suppt (1101, 0101, 301, 343)	1	6	7		3				+3	17 (26%)
Economics (0110)			2						+2	2 (3%)
Ops Res Analysis (1515)			1						+1	1 (2%)
TOTAL (% Workforce)	8 (12%)	21 (32%)	17 (26%)	6 (9%)	5 (8%)	2 (3%)	3 (5%)	4 (6%)		66 (100%)
Total FY 2006 Increment	+3	+6	+5			+.5		+3	+17.5	

Office of Electricity Delivery and Energy Reliability

Comparison of Occupation Usage
FY 2005 and Projected FY 2006 - 2007

	Directors & Pgrm Mgt	Pgrm & Budget Analysis	Admin/Public Affrs	Science & Engineering	Industry/Mkt Analysis	Legal	Security	IT
FY 2005	4	5	5	20	14	0.5		
FY 2006	6	5	6	24	20	1	3	1

Office of Electricity Delivery and Energy Reliability

Leadership and Knowledge Pipeline Profile
4th Quarter FY 2005

	SES/EJ	15	14	13	12	Total Pipeline
Onboard Count & Percentage of total workforce	5 12%	15 35%	12 28%	6 14%	5 12%	**43 88%**
Occupational Series (onboard count)	0301 (3) 0340 (2)	0101 (1) 0801 (2) 0850 (3) 1101 (2) 0343 (3) 1301 (2) 0560 (1) 1310 (1)	0801 (7) 1101 (5)	0343 (2) 0801 (4)	0301 (2) 0343 (1) 0850 (1) 1101 (1)	
Supervisor	4					**4**
Average Age	50	53	52	43	52	**51**
All Female		1	2	2	3	**8**
All Minority	1	2	3	2	2	**10**
Retirement Eligible (optional/early)						
FY '06	2/2	6/9	7/6	0/1	2/3	**17/21**
FY '10	2/3	9/10	7/7	0/2	3/3	**21/25**

The Pipeline at a Glance

- Leadership & talent pipeline represents 88% of the total workforce

Grade Levels
- 65% of the total workforce is GS-14 & above

Average Age
- Pipeline: 51
- GS-14 & 15: 52
- GS-12-13: 47
- Female GS-12 & above: 45
- Minority (including minority female) GS-12 & above: 50

Retirement Eligibility
- 40% of leadership/knowledge pipeline is eligible for optional retirement in FY 2006
- 49% of leadership/knowledge pipeline is eligible for early retirement in FY 2006
- 49% of leadership/knowledge pipeline is eligible for optional retirement in FY 2010
- 58% of leadership/knowledge pipeline is eligible for early retirement in FY 2010

Office of Electricity Delivery and Energy Reliability

Workforce Age Distribution
4th Quarter FY 2005
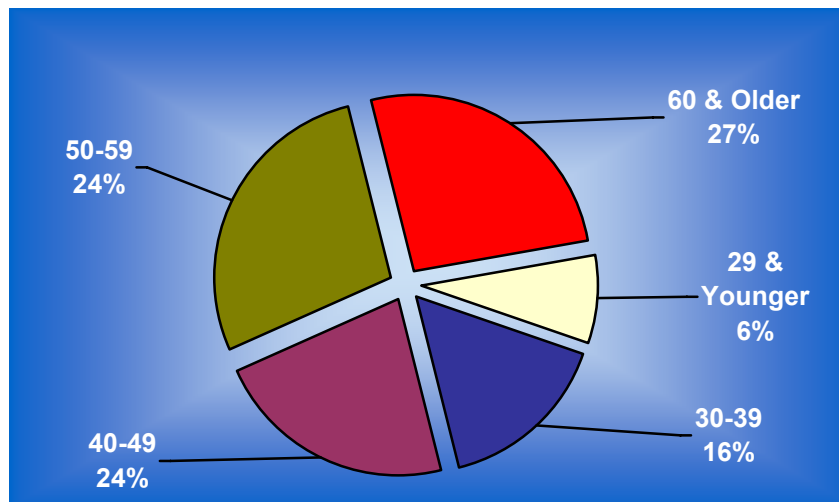
- The average age of the workforce is 49.

- 78% of the workforce is age 40 or older.

- 53% of the workforce is age 50 or older.

- 22% of the workforce is age 60 or older.

- 21% of the workforce is 39 or younger.

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Workforce Retirement Eligibility

by Calendar Year

Percent Eligible by Year:		
	Optional	Early
2006	35%	45%
2007	39%	47%
2008	39%	53%
2009	41%	53%
2010	45%	55%

□ Optional Retirement   ■ Early Retirement
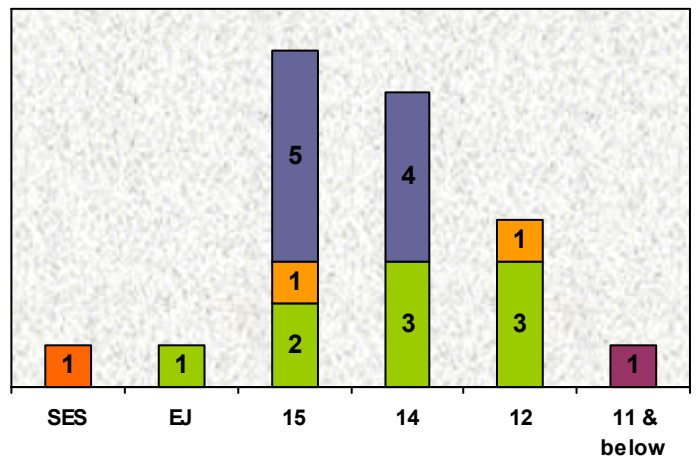
Optional Retirement Eligibility
By Grade & Occupational Group

FY 2006

FY 2010

□ **Directors, Director Support & Program Mgt**

□ **Engineering & Science**

□ **Program & Budget Analysis**

□ **Industry Analysis**

□ **Administration & Public Affairs**

Office of Electricity Delivery and Energy Reliability

Retirement Eligibility
FY 2006
(based on 4th Quarter 2005 onboard)

by Grade Level

Level	Optional		Early		Onboard
SES	1	25%	1	25%	4
EJ	1	100%	1	100%	1
15	6	40%	9	60%	15
14	7	58%	6	50%	12
13			1	17%	6
12	2	40%	3	60%	5
11					1.5
09					3
07			1	100%	1
TOTALS*	**17**	**35%**	**22**	**45%**	**48.5**

by Occupation

Occupation	Optional		Early		Onboard
Science & Engineering	6	30%	6	30%	20
Program & Budget Analysis	2	25%	3	38%	8
Administration, Admin. Support, & Public Affairs	1	20%	3	60%	5
Directors, Director Suppt, & Program Mgmt	1	25%	1	25%	4
Industry Analysis	7	64%	9	82%	11
Legal					.5
TOTALS*	**17**	**35%**	**22**	**45%**	**48.5**

by Diversity

Employees	Optional		Early		Onboard
Total* Female	**2**	**15%**	**6**	**46%**	**13**
Total* Minority	**4**	**29%**	**7**	**50%**	**14**
Minority Female	1	11%	4	44%	9
Minority Male	3	60%	3	60%	5

*Note: Percentages reflect percentage of category

Office of Electricity Delivery and Energy Reliability

Retirement Eligibility
FY 2010
(based on 4th Qtr '05 onboard)

By Grade Level

Level	Optional		Early		Onboard
SES	1	25%	2	50%	4
EJ	1	100%	1	100%	1
15	9	60%	10	67%	15
14	7	58%	7	58%	12
13			2	33%	6
12	3	60%	3	60%	5
11					1.5
09			1	33%	3
07	1	100%	1	100%	1
TOTALS*	**22**	**45%**	**27**	**55%**	**48.5**

By Occupation

Occupation	Optional		Early		Onboard
Science & Engineering	9	45%	8	45%	20
Program & Budget Analysis	2	25%	4	50%	8
Administration, Admin. Support, & Public Affairs	1	20%	3	60%	5
Directors, Director Suppt, & Program Mgmt	1	25%	2	50%	4
Industry Analysis	9	82%	10	91%	11
Legal					.5
TOTALS*	**22**	**45%**	**27**	**58%**	**48.5**

By Diversity

Employees	Optional		Early		Onboard
Total* Female	**5**	**38%**	**8**	**62%**	**14**
Total* Minority	**6**	**43%**	**9**	**64%**	**14**
Minority Female	3	33%	6	67%	9
Minority Male	3	60%	3	60%	5

*Note: Percentages reflect percentage of category